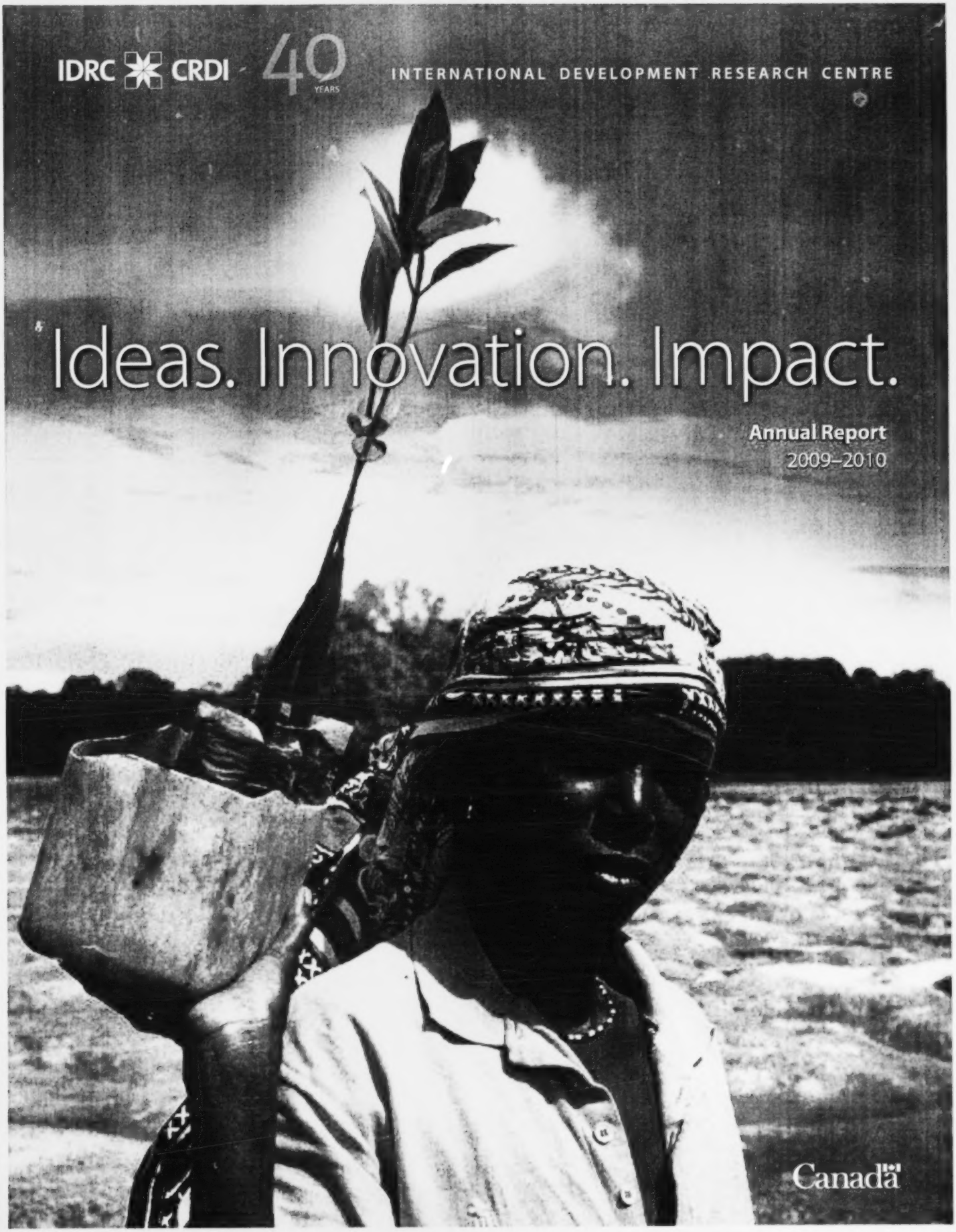
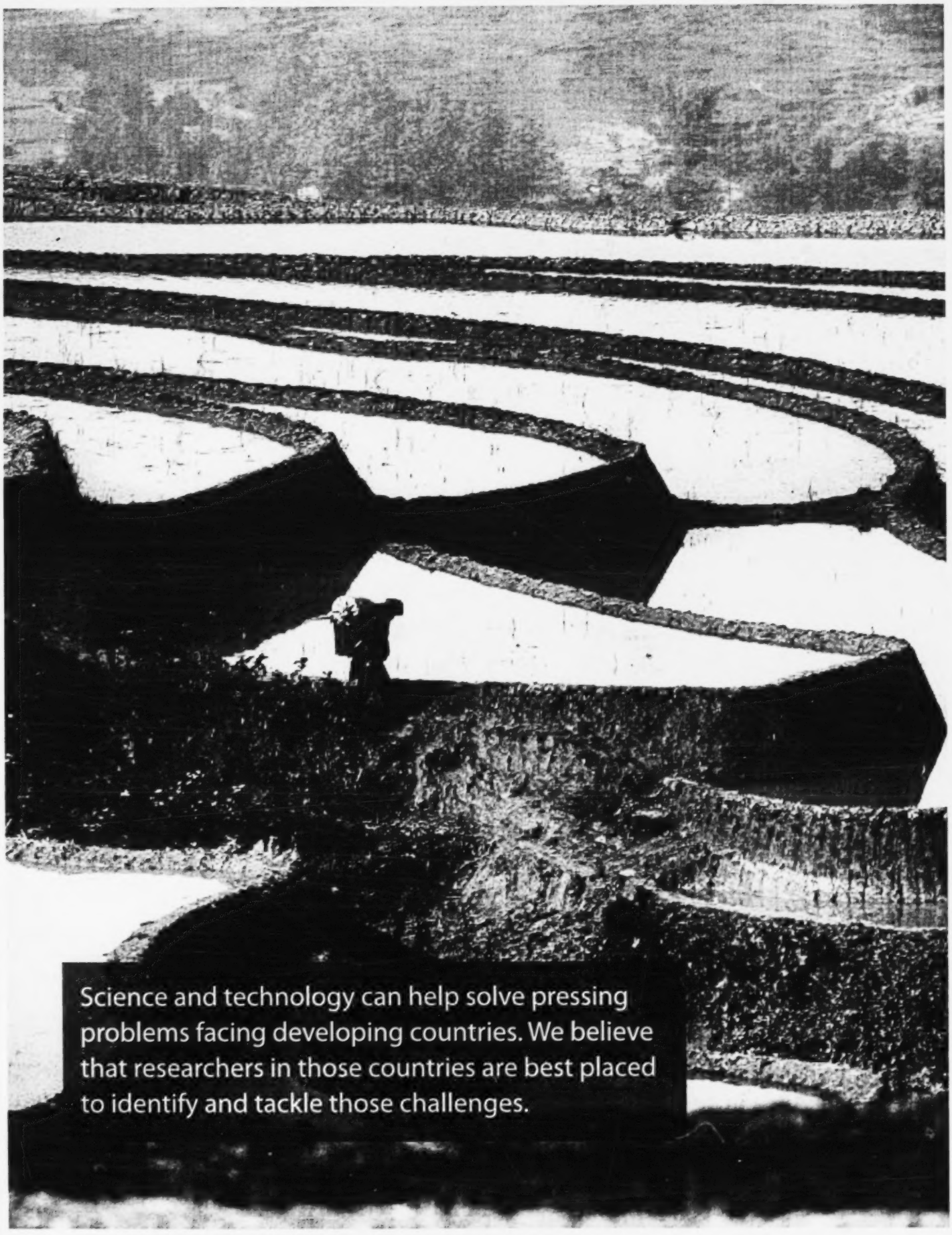
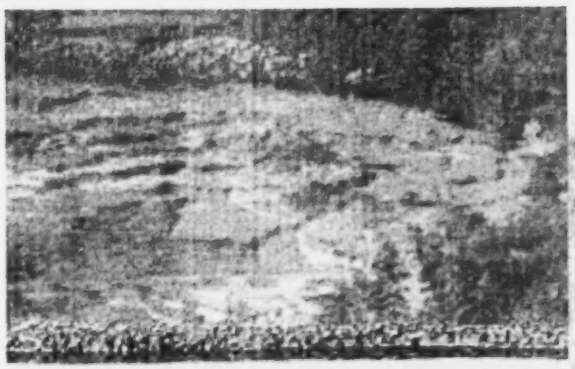
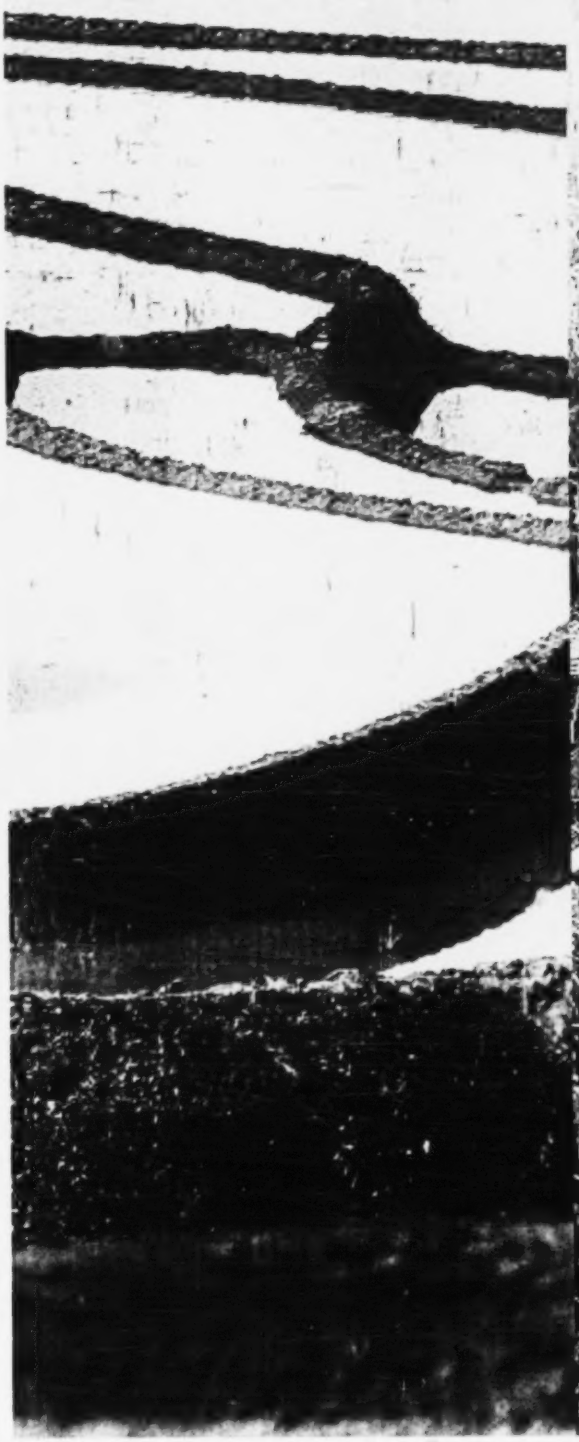
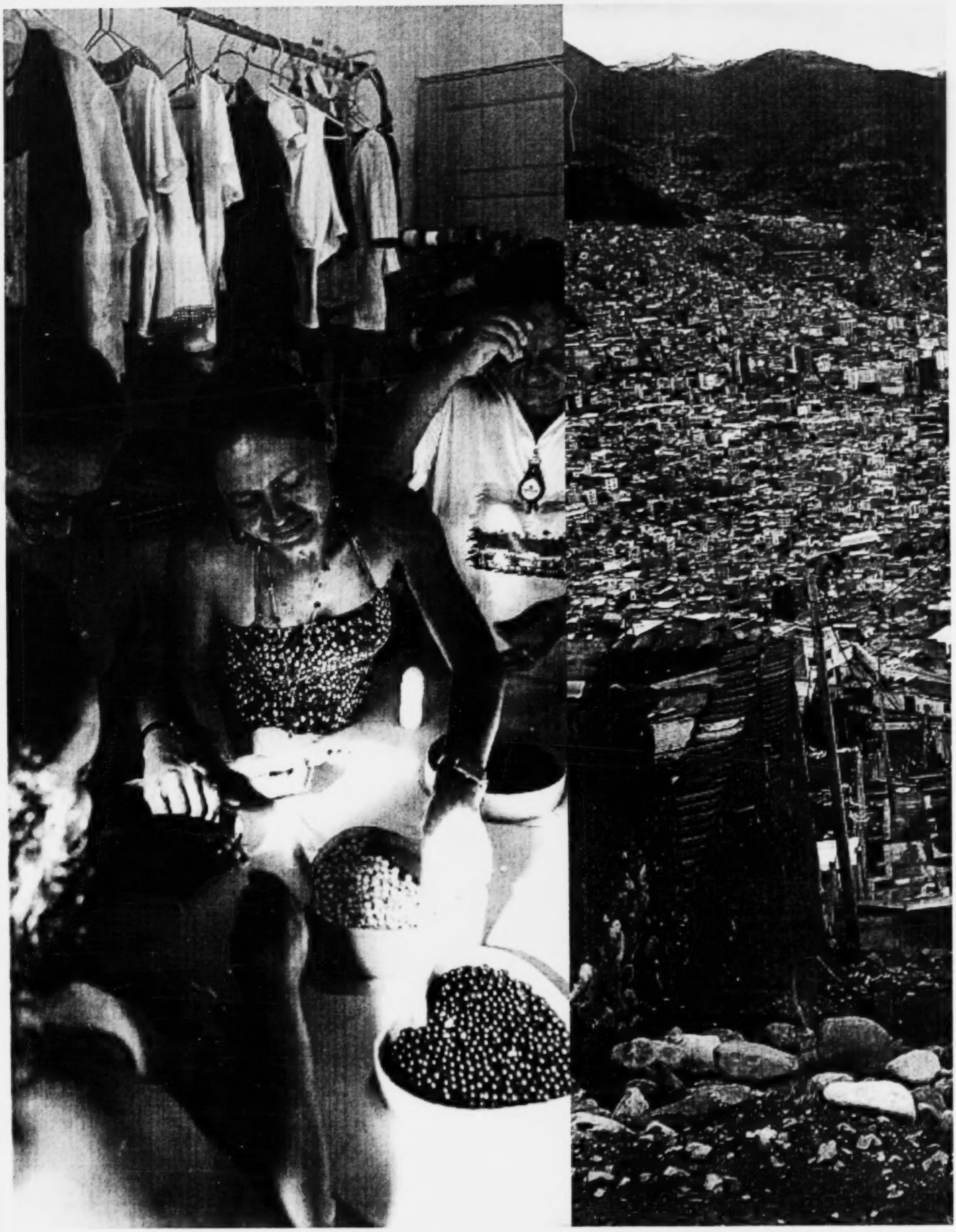

IDRC CRDI
40 YEARS
INTERNATIONAL DEVELOPMENT RESEARCH CENTRE
Ideas. Innovation. Impact.
Annual Report
2009–2010
Canada

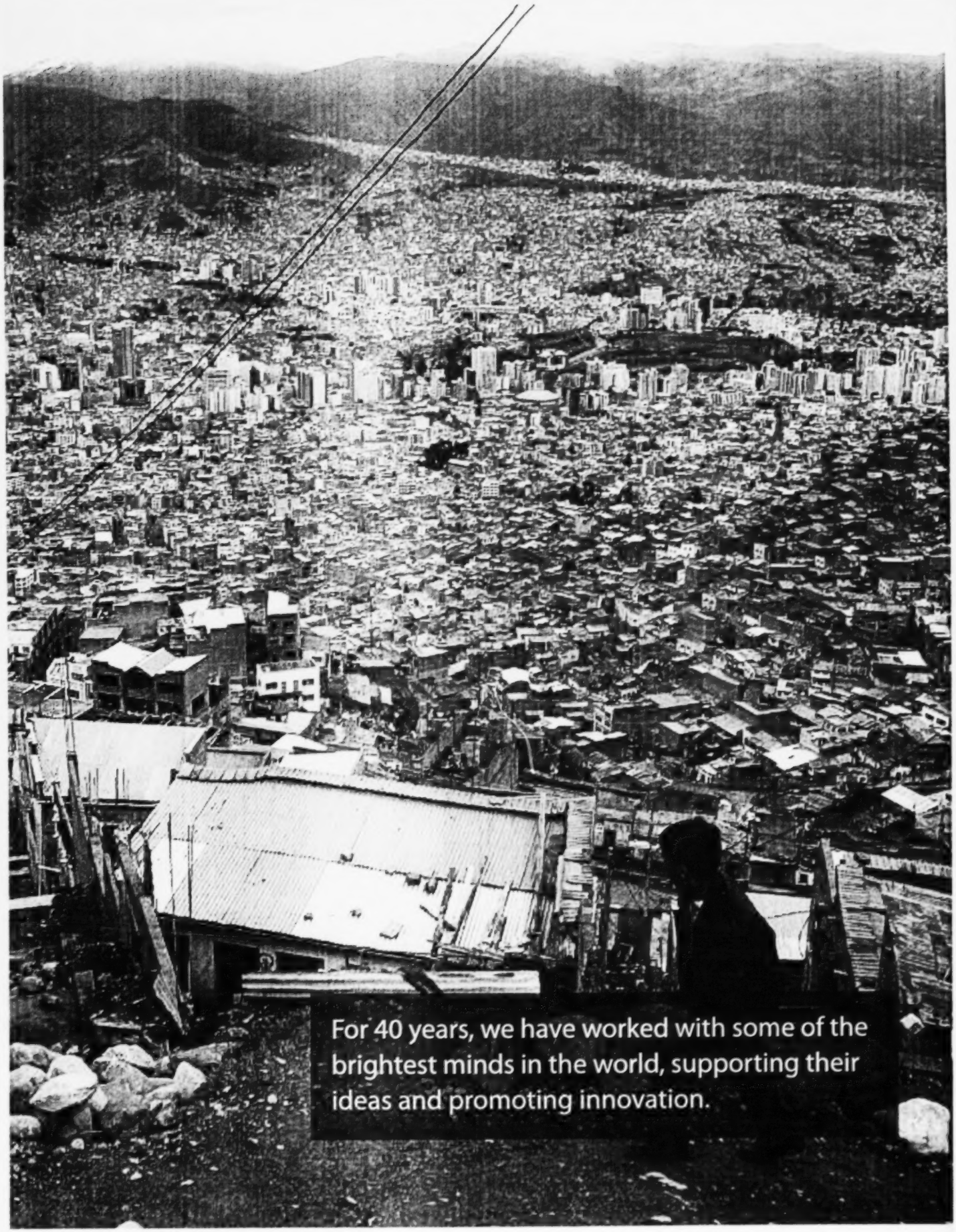


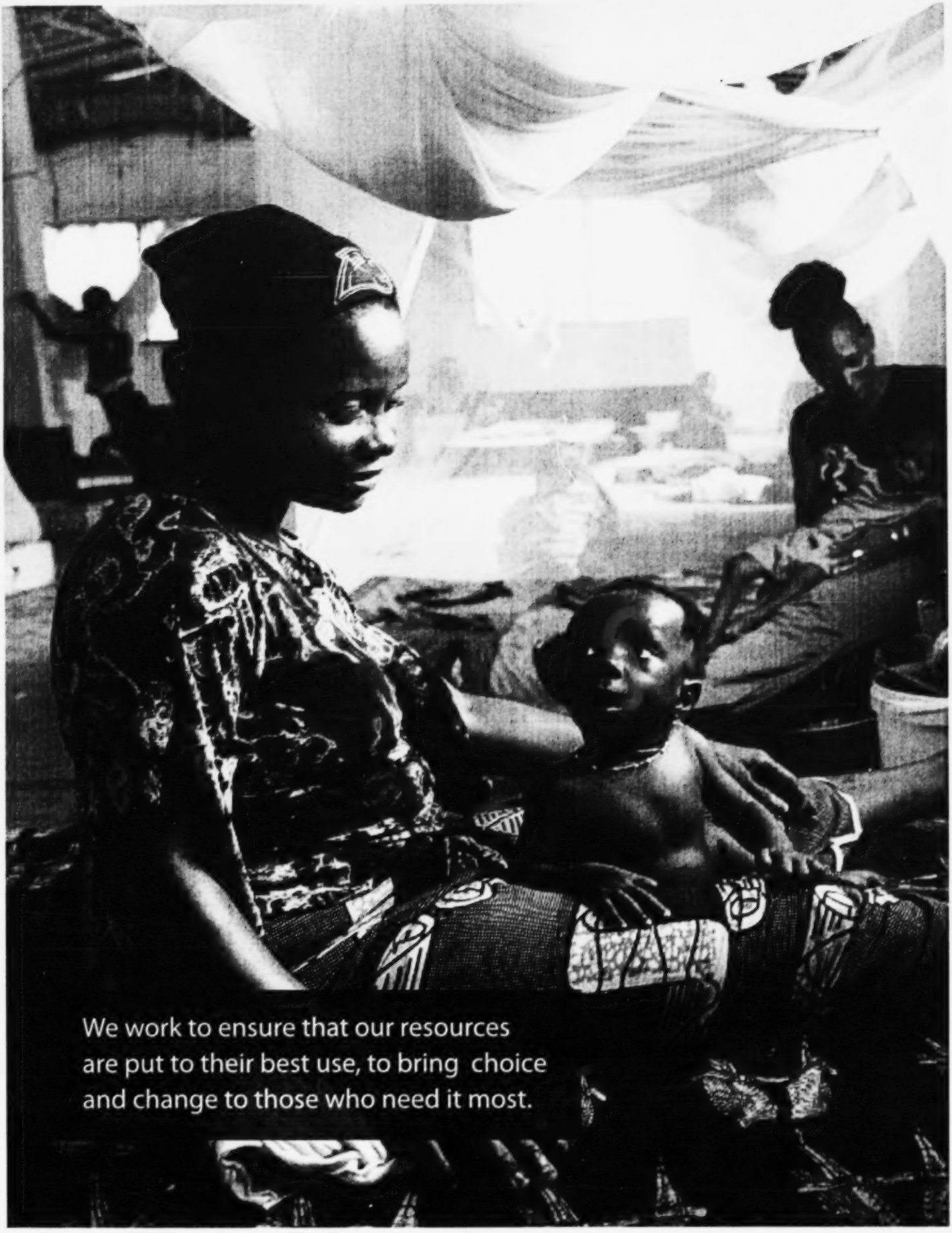
Science and technology can help solve pressing problems facing developing countries. We believe that researchers in those countries are best placed to identify and tackle those challenges.








For 40 years, we have worked with some of the brightest minds in the world, supporting their ideas and promoting innovation.


We work to ensure that our resources
are put to their best use, to bring choice
and change to those who need it most.

Ideas. Innovation. Impact.

To achieve self-reliance, poor communities need answers to questions like: How can we grow more and healthier food? Protect our health? Create jobs? Since1970, IDRC has supported research in developing countries to answer these questions.

IDRC also encourages sharing this knowledge with policymakers, other researchers, and communities around the world. The result is innovative, lasting local — and global — solutions that aim to bring choice and change to those who need it most.

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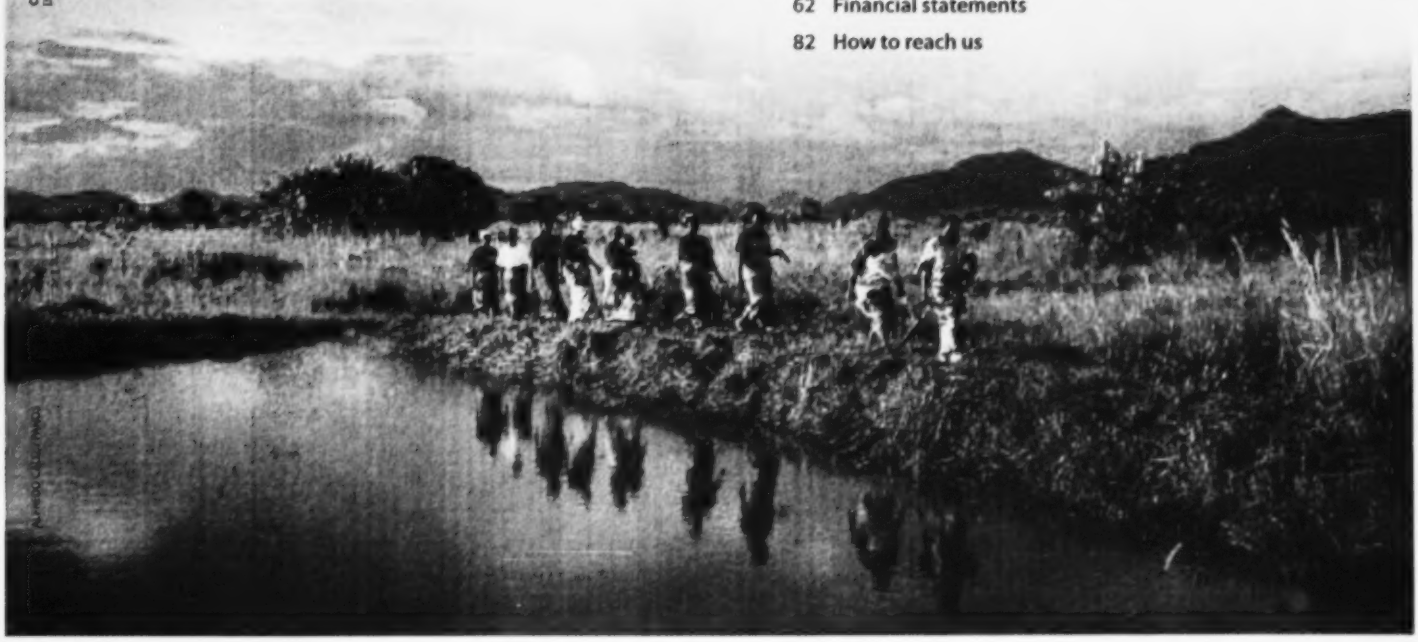
COVER: AUBREY WADE / PANOS. **INTERIOR PHOTOS:** CHRIS STEELE-PERKINS / PANOS, IRIN, GARY CALTON / PANOS, DERMOT TATLOW / PANOS, GIACOMO PIROZZI / PANOS, SVEN TORFINN / PANOS.



SUMMARY OF OPERATIONS

The year in review

Corporate profile

IDRC builds the skills and expertise of people and institutions in developing countries to undertake the research that they believe is most needed. The Parliament of Canada created IDRC as a Crown corporation 40 years ago in 1970.

Our main activity is funding applied research. At the end of 2009–2010, we were supporting 1,021 research activities in 97 countries, in five themes:

- Environment and natural resource management
- Information and communication technologies for development
- Innovation, policy, and science
- Research for health equity
- Social and economic policy

During 2009–2010, IDRC had $174 million in Parliamentary appropriation revenues, representing approximately 81.2% of IDRC's budget for the year and 3.7% of Canada's international assistance.

IDRC joins forces with Canadian and international funders to increase the resources for research dedicated to meeting the needs of developing countries. As of March 31, 2010, we were involved in 50 multi-year donor agreements worth $322.1 million. We also join with other Canadian agencies to create opportunities for researchers from Canada and the developing world to collaborate on research of common interest.

IDRC's head office is in Ottawa. Six regional offices provide direct contact with researchers and policymakers throughout Africa, Asia, Latin America and the Caribbean, and the Middle East and North Africa and help ensure that our work is relevant to the challenges those regions face. Because problems are increasingly global, many of our activities take place in more than one region. ■

Research activities in 2009–2010

Parliamentary and donor allocations by area of impact and by program area* ($000)

	Corporate	ENRM	ICT4D	IPS	RHE	SEP	Total
Asia	1 314	5 255	5 145	1 943	835	2 887	17 379
Global	7 704	1 054	4 940	96	1 847	2 271	17 912
Latin America and the Caribbean	780	3 585	6 815	1 040	246	3 599	16 065
Middle East and North Africa	1 163	575	3 667	233	219	1 779	7 636
Sub-Saharan Africa	3 175	17 392	11 166	3 325	7 047	35 743	77 848
Total	**14 136**	**27 861**	**31 733**	**6 637**	**10 194**	**46 279**	**136 840**

* Does not include the $220.5 million allocation for the Development Innovation Fund.

Corporate: Includes the activities of the Special Initiatives and Donor Partnerships Divisions, Corporate Strategy and Regional Management Branch (including the Communications Division, Evaluation Unit, and Policy and Planning Group), Regional Activity Funds, and forward-planning.

ENRM: Environment and Natural Resource Management

ICT4D: Information and Communication Technologies for Development

IPS: Innovation, Policy and Science

RHE: Research for Health Equity

SEP: Social and Economic Policy

IDRC offices and allocations by region

Global activities

Allocations ($000)	Research activities
17,912	263
13.1% of total	

Sub-Saharan Africa

Allocations ($000)	Research activities
77,848	333
56.9% of total	

Asia

Allocations ($000)	Research activities
17,379	187
12.7% of total	

Latin America and the Caribbean

Allocations ($000)	Research activities
16,065	151
11.7% of total	

Middle East and North Africa

Allocations ($000)	Research activities
7,636	87
5.6% of total	

Key financial highlights

For the year ended 31 March 2010 (In thousands of dollars)

	2009–2010 Actual	2009–2010 Revised budget	2008–2009 Actual
Revenues			
Parliamentary appropriations	174 041	172 681	168 828
Donor partnerships			
Funding for development research programs	35 109	33 966	29 675
Recovery of administrative costs	3 842	3 584	2 969
Investment and other income	1 469	1 673	2 292
	214 461	211 904	203 764
Expenses			
Development research programs	145 079	140 735	139 048
Development research support	42 057	45 254	41 334
Administrative services	23 811	25 371	25 047
	210 947	211 360	205 429
Net results	3 514	544	(1 665)
Equity			
Retained earnings	16 859	6 735	13 345
Accumulated other comprehensive income	(30)	—	118
Expense benchmarks	69/20/11	67/21/12	68/20/12
Program allocations			
Funded by Parliamentary appropriations	308 294[a]	313 514[a]	129 877[a]
Funded by donor partnerships	49 046	60 100	60 621
	357 340	373 614	190 498

Notes:

[a] Program allocations (grants) include total allocations for program areas and corporate activities as well as the allocations for the Institute for Connectivity in the Americas.

The Parliamentary appropriations represent 81.2% of total revenues.

The expenses for development research programs and development research support represent 88.7% of total expenses.

For further information on these key financial highlights, please refer to Management's Discussion and Analysis on page 44.

Message from the Chairman

The year just past was dominated by the worldwide financial crisis. It affected particularly the advanced economies, where governments were forced to take action that strained their fiscal capacities. Canada's economy was affected less than most, but late in the year the Canadian government did introduce restraints that will modestly affect IDRC going forward.

This demonstrates the ongoing need for IDRC to budget carefully and to evaluate constantly the changing — and increasing — challenges of our time. The developing world faces its own challenges, and IDRC, in filling its mandate, must continue to evaluate those challenges and adapt to the needs of the countries where it is present.

Reflection and renewal

Despite the difficult operating uncertainties in 2009–2010, IDRC adopted its new five-year strategy that is flexible enough to deal with immediate challenges and still look beyond the current instability to the longer-term concerns of the developing regions. This comprehensive and exciting plan, titled *Innovating for Development*, builds on IDRC's strengths of scientific excellence and capacity building. At the same time, the plan updates IDRC's programming to address the changing concerns of the developing regions.

The Centre has decided that, during 2010–2015, it will concentrate its support for research in four broad areas where the needs are especially urgent: agriculture and the environment; science, technology, and innovation; social and economic policy; and health and health systems.

In building this visionary and practical plan, members of the Board of Governors collaborated closely with senior managers for many months. Already the Board has approved program agendas in the agriculture and environment area, and soon will endorse companion strategies for communications, evaluation, and other IDRC divisions.

Approving IDRC's overall strategic direction is an important part of every Governor's responsibilities — and this Board has made an exceptional effort. I am grateful for the outstanding levels of energy, imagination, and commitment that Governors and management have brought to this challenging task.

Enhanced accountability

Another milestone this year was IDRC's first Annual Public Meeting. On an October evening in Ottawa, Governors and staff presented an overview of IDRC's operations and of the Centre's contributions to the developing regions of the world. Afterwards, they fielded questions from the large crowd. Every year from now on, this forum — in company with this annual report — will help meet our responsibility to explain our activities to Canadian citizens and taxpayers.

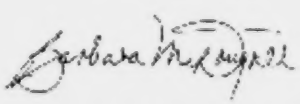
Marking four decades

Incidentally, this annual report is IDRC's 40th. During 2010, we have been marking the anniversary of IDRC's creation by highlighting the enduring contributions made by our staff and research grantees over the decades.

For example, we are hosting a lecture series, *Speakers of Renown*, featuring internationally respected thinkers, scholars, and policymakers. Every month, our website presents information about IDRC-funded projects that continue to have a lasting impact long after the research has concluded. And in October 2010 — the 40th anniversary of IDRC's inaugural Board meeting — Wilfrid Laurier University Press of Waterloo, Ontario, and Les Presses de l'Université Laval will publish the long-awaited history of IDRC.

Thank you

During the past year we welcomed five distinguished persons to the Board as new Governors: Canadians Margaret Biggs, Elizabeth Parr-Johnston, and the Honourable Monte Solberg, as well as Gordon Shirley from Jamaica and Rory Stewart from the United Kingdom. I join everyone associated with IDRC in thanking all of our Governors, past and present, for their dedication, wisdom, and service. ■



The Honourable Barbara McDougall
Chairman

Message from the President

My second year at IDRC has allowed me to continue learning how local action influences development outcomes. Many parts of the developing world fared better than the high income countries in navigating the global financial crisis. Investigating the reasons why and seeing how such resiliency can be further embedded is just one of the fascinating areas of work in which IDRC engages.

This year I visited Sudan, Pakistan, India, and Nepal to learn about the challenges researchers face. I met political leaders and policymakers to establish how the findings of local research communities are helping to reduce poverty. I was able to see first-hand and to learn from the grantees IDRC is privileged to support, as well as from others, how perceptions of the development path in their countries and regions are evolving.

I believe that IDRC's most singular asset is its openness to differing and evolving models of development.

IDRC is now working more closely with funding partners to leverage our generous grant from the Canadian Parliament in order to "scale up" such efforts. This year, the United Kingdom's Department for International Development continued to partner with IDRC on work that is helping local communities in Africa adapt to climate change. The Think Tank Initiative, made possible by visionary leadership of the William and Flora Hewlett Foundation and the Bill & Melinda Gates Foundation, awarded an ambitious set of core grants to 24 African research institutions. These will be followed shortly with similar grants in Latin America and South Asia to support promising institutions so that they can provide an independent source of policy research.

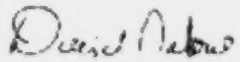
IDRC is also strengthening Canada's position on the world stage.

- First, this year IDRC worked with the Canadian Institutes of Health Research and Grand Challenges Canada, a public-private partnership to implement the Government's $225 million Development Innovation Fund. The fund aims to mobilize science to address the pressing challenges of the developing world. An initial call for proposals focused on point-of-care diagnostics, or testing, that can be used wherever the patient is.
- Second, following a G8 commitment in 2009, IDRC and the Canadian International Development Agency launched a food security research fund. This partnership brings together teams in the developing world with counterparts in Canada, where agricultural research has long been a field of national excellence.
- Third, IDRC contributed to preparations for the G8 and G20 Summits, including support to convene eminent thinkers from Korea and Canada to inform summit priorities.

IDRC/TEL KELLY PHOTO INC.

David Malone in conversation with historian Romila Thapar during one of IDRC's *Speakers of Renown* lectures.

Speaking only for myself, I believe that IDRC's most singular asset is its openness to differing and evolving models of development. There is no one path to follow as success can take many forms. IDRC remains committed to using science and evidence — and the improvements they make possible — to benefit those who need it most. ■



David M. Malone
President and Chief Executive Officer

A BRIEF HISTORY

Ideas. Innovation. Impact.

40 years of achievement

IDRC

1970s **Feeding the world — improved agriculture, food, and nutrition.**

CP: T. RANSON

1980s **Good governance — transitions out of apartheid.**

A 40% reduction in child mortality in Tanzania. Legal reforms ending the "water war" in Bolivia. Employment and dignity for impoverished women in Morocco. Modern communications linking the people of Mongolia. A smooth transition from apartheid to democracy in South Africa.

When the International Development Research Centre was created in 1970, such dramatic improvements in people's lives were a distant hope. These are just a few of the countless benefits of applied research.

An innovation in development assistance

IDRC was created at a time when international support for development was flagging. For some years, it had become apparent that the spectacular benefits science and technology were bringing to industrialized countries had not reached the developing world. By 1969, world leaders found development efforts at a turning point and called for new directions.

IDRC was Canada's response — the world's first organization devoted to supporting research activities as defined by those countries. *An Act to Establish the International Development Research Centre* passed Canada's Parliament unanimously, and received royal assent on May 13, 1970.

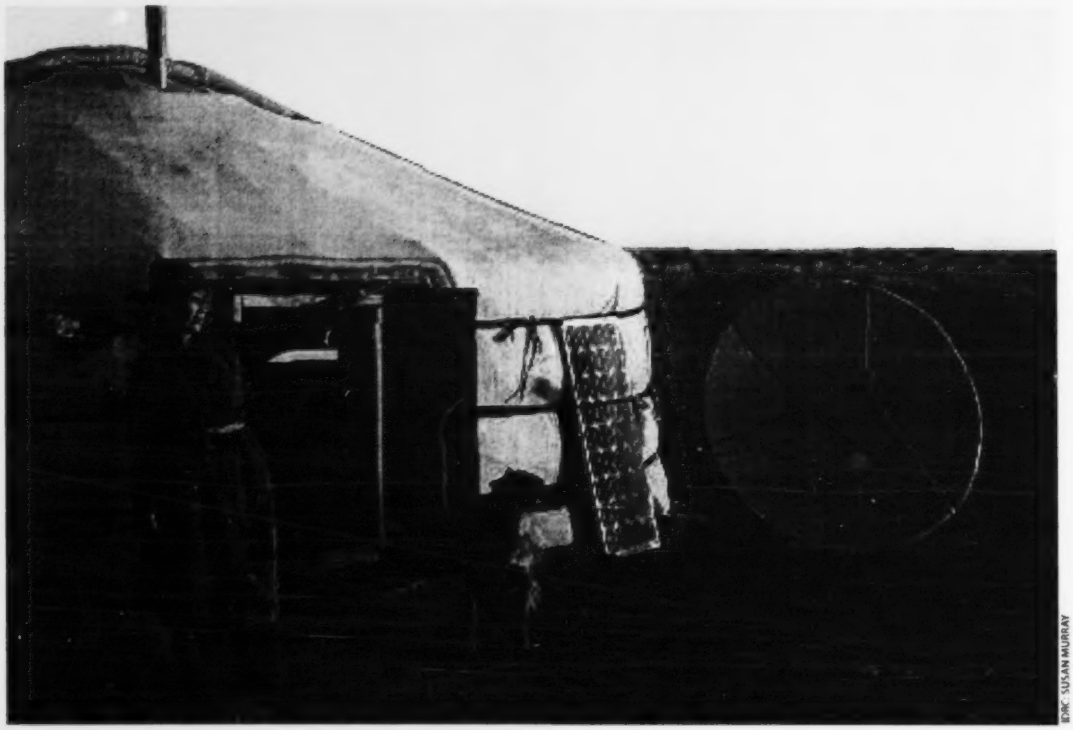
In its first year of operation, IDRC funded 7 research activities in 2 countries. At the end of 2009–2010, we were supporting 1,021 in 97 countries.

A history of accomplishment

The innovative approach to development assistance that defined IDRC at its outset is still at its heart: a conviction that men and women must control their own social and economic destinies; that researchers in developing countries must take the lead in producing knowledge for the benefit of their own societies; and that the acquisition and use of knowledge is key to progress.

SINCE 1970

12,828	$2.8	4,217	4,000+
research activities funded	billion in grants provided	recipient institutions involved	fellowships and awards granted



IDRC: SUSAN MURRAY

1990s **Linking people — modern information and communication technologies.**

For 40 years, IDRC, and the grantees we support, have been at the cutting edge of development thinking and practice.

- IDRC support has helped create a critical mass of skilled personnel who are working to solve development problems at local, national, regional, and global levels.
- IDRC support for specific research projects has spurred the development of a wide range of innovative, effective, and much needed technologies in the South.
- Policy research supported by IDRC has influenced the national policies of developing countries in a variety of fields — environment, science and technology, communications, economics, urban development, health, and more.
- IDRC has helped build new fields of knowledge — ecosystem approaches to human health, agroforestry, urban agriculture, peacebuilding, and information and communication technologies for development, to name a few.
- IDRC has made a difference in the way research is conducted in the developing world by promoting multidisciplinary, participatory, community-based research. This helps ensure the relevance of research.

IDRC: PETER BENNETT

2000+ **Safeguarding our future — adaptation to climate change.**

The only achievement that really matters, of course, is bettering the lives of ordinary people in developing countries — in improving their health, increasing their incomes, making their governments more accountable. IDRC can rightly claim to have played a large part in achieving such lasting impacts. ■

Achieving global distinction

Celebrating leaders in research that improves lives

IDRC/ NANCY LESSARD

M.S. Swaminathan

Tewolde Berhan Gebre Egziabher

GOLDMAN ENVIRONMENTAL PRIZE

Yuyun Ismawati

GOLDMAN ENVIRONMENTAL PRIZE

Syeda Rizwana Hasan

For 40 years, IDRC has worked with some of the brightest minds in the world, supporting their ideas and promoting innovation. Many researchers we supported early in their careers later achieved global distinction for their scientific work. Among them:

M.S. Swaminathan, father of India's green revolution, was awarded the first World Food Prize in 1987 for spearheading the introduction of high-yielding wheat and rice varieties to India's farmers.

Aklilu Lemma of Ethiopia, who discovered a plant-based molluscicide that could help combat schistosomiasis, received the Right Livelihood Award in 1989. Other recipients of this award include Ethiopian biologist **Tewolde Berhan Gebre Egziabher,** in 2000, for his work in promoting community and farmers' rights. He was also named a 2006 UNEP Champion of the Earth.

Gursaran Talwar, inventor of a safe, reversible vaccine to prevent pregnancy, was made Officier de la Légion d'honneur (France) in 1991 and was awarded India's Padma Bhushan prize in 1992.

Indian scientist **Modadugu Gupta** won the 2005 World Food Prize for his work to improve nutrition through the expansion of aquaculture and fish farming in South and Southeast Asia.

Indian-born Canadian **Asit K. Biswas** was awarded the 2006 Stockholm Water Prize for his outstanding and multi-faceted contributions to global water resource issues.

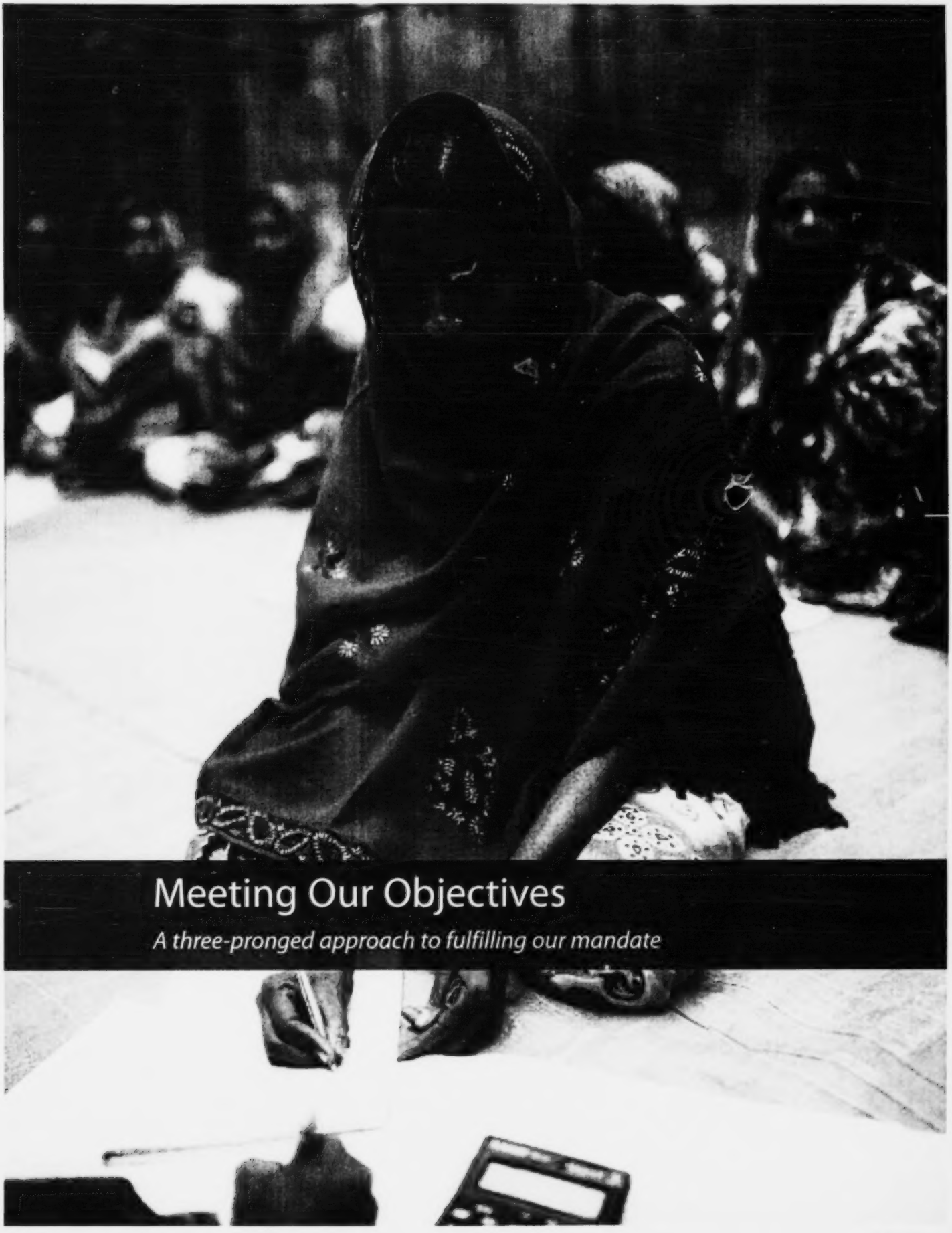
Bangladeshi banker **Muhammad Yunus** won the 2006 Nobel Peace Prize with the micro-credit Grameen Bank he founded in Bangladesh. He also won the 1994 World Food Prize.

Vijaya Lakshmi received India's 2007 National Award for Women's Development through Application of Science and Technology.

Canadian **Amanda Vincent,** co-founder and director of Project Seahorse International, winner of the 1998 Rolex award, won a 2006 Chevron Conservation Award for her efforts to protect seahorses around the world, as well as an Yves Rocher Foundation Woman of the Earth Award in 2007.

Yuyun Ismawati and **Syeda Rizwana Hasan** each won the prestigious Goldman Environmental Prize for 2009. Ismawati was recognized for her work promoting community-based wastewater and solid waste management in Indonesia. Hasan's efforts to tighten regulations for Bangladesh's ship-breaking industry netted her the prize. ■

G.M.B. AKASH / PANOS



Meeting Our Objectives

A three-pronged approach to fulfilling our mandate

MEETING OUR OBJECTIVES

Building a strong foundation for innovation

New and better knowledge. Groundbreaking fields of study.

- Researchers identified the regions in Southeast Asia most vulnerable to climate change. A map depicting the results received extensive media coverage.
- In a 12-country study, researchers asked why some children in developing countries are not being vaccinated. The results were published in a special supplement of the journal *International Health and Human Rights*.

These are just two example of IDRC-funded research that produced new knowledge and stirred international interest in the past year.

Building knowledge, and using it to improve lives across the developing world, has always been central to IDRC's work. *Innovating for Development*, our strategic framework for 2010–2015, makes this a formal objective.

Going forward, IDRC will help to build new knowledge around the following themes:

- Agriculture and environment
- Health and health systems
- Social and economic policy
- Science, technology, and innovation

Innovative research approaches

Increasingly, IDRC helps to foster new fields of knowledge. This often involves bringing together researchers, communities, and decision-makers to tackle a set of problems from a variety of angles.

For example, IDRC played a key role in developing the ecosystem approach to human health, known as ecohealth. Over the past 15 years, IDRC has put close to $80 million into research that explores the links between the health of ecosystems and human health. Many of the 150 ecohealth projects funded so far have produced landmark results.

Other fields IDRC has helped to advance include information and communication technologies for development and peacebuilding.

NEW KNOWLEDGE IN ACTION

Paths to better health

A study in Mexico is one of the first in the world to provide hard evidence of the health risks for children of manganese exposure.

Mining one of the world's largest deposits of manganese brought jobs, roads, and services to a poor part of Mexico. It also brought dust, smoke, and health problems.

People living near mines in the Molango region began experiencing respiratory symptoms, and children's learning started to lag behind.

In 2003, researchers from Mexico's National Institute of Public Health tested the blood, hair, and motor skills of adults living near the mines. They found a significant association between the disturbing neurological test results and levels of manganese in the air.

They ran similar tests on school-age children in 2007 and found an average of 12 micrograms of manganese in their hair — concentrations that were associated with significant decreases in IQ scores.

BUILDING KNOWLEDGE 2009–2010

369
new research activities with knowledge-building objectives

1,021
research activities with knowledge-building objectives at year-end

821
recipient institutions involved

EDUARDO MARTINO / PANOS

The researchers traced the heavy metal's pathway from mines to homes, and discovered that air, rather than water or food, was the main route. Emissions from mine smokestacks were one obvious source. The researchers also found that trucks travelling on roads paved with mining waste dispersed particles of manganese into the air.

This research is leading to change. The mine has improved its production processes, roads are no longer paved with mine waste, and stricter national air-quality standards are on the way.

NEW KNOWLEDGE IN ACTION

Toward bias-free tax systems

An eight-country study has found that personal income tax systems frequently contain implicit biases against women.

Tax systems offer a means to boost social and economic equality. And yet, surprisingly little is known about the impact of tax systems on women. Are there inherent gender biases in many personal income and consumption tax systems — or are such biases unintended consequences?

Good tax policies can ensure that poor households — often headed by women — don't bear the brunt of consumption taxes. That is the case in Mexico, for instance.

A group of experts, including economists, tax analysts, and lawyers, examined the gender dimensions of taxes in Argentina, Ghana, India, Mexico, Morocco, South Africa, Uganda, and the United Kingdom. The three-year study was the first systematic examination of this issue among countries at different levels of development.

In a few cases, the researchers found explicit biases. The Moroccan tax code, for example, automatically considers women to be their husbands' dependents. To be eligible for the same deductions as men, women who are breadwinners must prove that their husbands depend on their income.

More frequently, personal income tax systems contain implicit biases: They have different impacts on men and women because of social and economic circumstances. For example, work-related deductions benefit people in formal employment, who are more likely to be men.

The detailed research findings are available in a new book, *Taxation and Gender Equity* (IDRC/Routledge, 2010). ■

MEETING OUR OBJECTIVES

Creating opportunities for bold solutions

Developing expertise. Recognizing talent.

Thousands of researchers are honing their skills in IDRC-funded projects and activities. Providing individuals with opportunities to develop expertise is one of the ways we help developing countries gain a critical mass of experienced researchers and innovators.

IDRC also helps developing-country research organizations become more effective, better managed, and more self-reliant. The support we provide includes advice and training on how to raise funds and other resources, plan and evaluate programs, and communicate research results.

In our *Strategic Framework 2010–2015*, we commit to increasing our efforts to strengthen research organizations. For example, 24 independent policy research institutes in Africa were selected this year to receive $30 million in core support from the Think Tank Initiative. This joint program of IDRC, the William and Flora Hewlett Foundation, and the Bill & Melinda Gates Foundation is now being extended to Latin America and South Asia.

Training a new generation

IDRC also provided 152 students and researchers with opportunities for academic study and hands-on experience this year through our Fellowships and Awards program. These included 59 students at developing-country universities who received Southern Junior Researcher Awards to pursue doctoral research.

IDRC gives young Canadians an opportunity to take an active part in international development. In the past 15 years alone, we have helped more than 600 Canadian graduate students conduct field research in developing countries.

APPLYING RESEARCH SKILLS

Tackling barriers to trade

IDRC-supported researchers help farmers, exporters, and other key players acquire the knowledge needed to take part in discussions about plant and animal health and safety in Southeast Asia. They build consensus on the need for a regional approach to overcoming this potential trade barrier.

International trade in agricultural commodities has increased since the creation of the World Trade Organization (WTO) 15 years ago, but many developing countries are missing out on this opportunity. Unable to meet tougher food safety and plant and animal health standards, they cannot break into new, high-value markets in developed countries.

In Southeast Asia, overcoming trade constraints in this sector is critical for economic growth and food security. Agriculture provides a livelihood for 65% of the region's population, and 80% of its poor.

With IDRC support, a regional study spearheaded by the Malaysia office of CAB International set out to identify the factors impeding compliance with WTO regulations. These sanitary and phytosanitary measures, as they are called, are designed to prevent the accidental introduction of plant pests and diseases in produce.

The researchers came up with a set of recommendations to enhance the capacity of countries in the region, and their National Plant Protection Organizations, to comply with the WTO regulations. They also brought into the discussion for the first time all the relevant players — not only plant health experts and quarantine officials, but also farmers, exporters, research organizations, and financial institutions.

BOOSTING RESEARCH SKILLS 2009–2010

68
new research activities with explicit capacity-building objectives

282
research activities with explicit capacity-building objectives at year-end

393
recipient institutions involved

SVEN TORFINN / PANOS

"IDRC had faith in us as individuals when we started the UbuntuNet Alliance, and gave us the critical financial support. This has positioned the Alliance for much more support from the European Commission and others."

— Francis Tusubira, UbuntuNet Alliance CEO

APPLYING RESEARCH SKILLS

Connecting Africa to the world

IDRC-supported research triggers the creation of the UbuntuNet Alliance, which is going from strength to strength as it helps African universities and research centres take part in global networking opportunities. Thanks to the work of the Alliance, the European Commission has committed more than CA$15 million to link researchers in Africa to each other and to the international research community with ultra high-speed connectivity.

Canada has Canarie, the United States has Internet2, Europe has Géant. These closed networks provide universities and research centres with low-cost connectivity that is hundreds of times faster than the commercial Internet.

Africa has no such high-performance network to facilitate leading-edge research and learning. But that is changing fast, thanks to a dynamic regional network. Launched in 2005, the UbuntuNet Alliance addresses structural problems hindering the creation of a research and education backbone network for Africa. CEO Francis Tusubira says that support from IDRC was critical in the early days of the Alliance, enabling its pioneers to move to a higher level of effectiveness and visibility.

Africa, the least connected continent, relies heavily on expensive satellite access to the Internet. The UbuntuNet Alliance, founded in 2005 with IDRC support, is helping African universities and research centres find affordable, high-speed alternatives.

Affordability and sustainability are the group's watchwords. Rather than connect to the Internet via expensive satellite access, the Alliance seeks to use existing fibre-optic cable networks, such as those installed, but underused, by railways and electricity utilities. Several IDRC-funded studies, which contributed to the Alliance's creation had recommended this route. The research also spurred the establishment in Africa of National Research and Educational Networks, which represent a country's research community on issues of connectivity. ■

MEETING OUR OBJECTIVES

Influencing policy for resilient societies

Involving decision-makers. Building networks.

For research results to improve people's lives, they must reach decision-makers who can use them to develop more effective policies and practices. About 20% of IDRC's project funding in the past year — and the past decade — went to research that aimed to influence policies. To help IDRC-supported research results reach policymakers, all projects include the goal of communicating their research findings.

Involving decision-makers in the research process makes it more likely that the results will be used. To this end, last year we supported more than 140 workshops and conferences that brought research users to the table.

The power of networks

Over the past four decades, IDRC has fostered the growth of scores of networks linking researchers, practitioners, and decision-makers. In fact, regional networks are central to communicating research results widely and effectively.

Five IDRC-supported regional environmental economics networks, for example, provide their members with training on how to best convey research findings. Last year, research supported by one of these networks, the Economy and Environment Program for Southeast Asia, helped protect the My Son World Heritage site through a new pricing policy for foreign and Vietnamese visitors.

In future, we will build on our experience with networks and emphasize the creation of links between researchers, policymakers, civil society groups, and other development donors. We will also help our grantees effectively communicate the importance and relevance of their research to public policymaking.

FROM RESEARCH TO RESULTS

Maternal health at the forefront

Two Nigerian states have collected timely, accurate health information that will be used to improve maternal health care. Nigeria's National Council on Health has encouraged the country's 35 other states to follow suit.

About 10% of maternal deaths recorded annually worldwide occur in Nigeria, which has some of the highest infant, child, and maternal mortality rates in the world. To tackle these and other pressing health challenges, the Government of Nigeria recognizes that collecting and using reliable health information will help to better target services and resources.

With this goal in mind, Bauchi and Cross River states are taking part in the Nigeria Evidence-based Health System Initiative, a collaboration between the Nigerian government, IDRC, and the Canadian International Development Agency. The project also taps into the expertise of the Community Information Empowerment and Transparency Trust, an IDRC-supported research group that has engaged communities in health planning for 25 years.

The states focused the first round of data collection on maternal health. More than 25,000 women provided information, and community focus groups are helping to interpret the data. Researchers will analyze this wealth of new information and decision-makers will be able to use it to make life-saving policy and program changes.

At its semi-annual gathering in March 2010, Nigeria's highest-level health body, the National Council on Health, applauded the efforts. As one Bauchi health official observed, the project's impacts already go "beyond health planning. We can use it also for other development planning."

INFLUENCING POLICY AND PRACTICE 2009–2010

41
new research activities with explicit policy-influence objectives

224
research activities with explicit policy-influence objectives active at year-end

284
recipient institutions involved

MARK HENLEY / PANOS

Putting research into action has meant cleaner water and better health in Vietnam's Red River Delta.

FROM RESEARCH TO RESULTS

Collaborating for cleaner environments

Environmental economists devised a fair fee system to fund the cleanup of a severely polluted village. Authorities are inspired by the results to take further action.

Many families in Vietnam's Red River Delta process agricultural products for a living. This provides jobs and income, but also generates huge amounts of waste.

In Duong Lieu village in Ha Tay province, for example, 400 households together produce 60,000 tonnes of cassava starch a year. They dispose of large amounts of polluted water and cassava peelings directly into the village drainage system.

The results: clogged drains, polluted rivers, and ill-health. Most of the villagers believe the pollution is responsible for many of their ailments, including headaches, rashes, respiratory diseases, and cancer.

Two Vietnamese environmental economists analyzed the problem and developed a number of workable solutions. IDRC funded their research through the Economy and Environment Program for Southeast Asia.

The first step was to devise a fair system for funding the cleanup. In the past, all agro-processing households in Duong Lieu contributed the same amount toward a village cleanup fund, regardless of their size. The researchers recommended that these fees should relate to the scale of a household's operations, based on each household's electricity bills.

This small surcharge now amounts to additional revenue of 70 million dong (CA$4,000) a year for the commune. Village drains and roads are much cleaner than before.

This was just one of several recommendations that have inspired local authorities to take action. They are now looking at additional environmental protection measures, and earmarking more of their budget for this work. ■

IDRC grantees and partners win awards

Recognizing excellence in 2009–2010

BENOIT ROLT, GOUVERNEMENT DU QUÉBEC, PRIX DU QUÉBEC

Gilles Bibeau

IDRC / TECALLS PHOTO INC.

Gebisa Ejeta

GOLDMAN ENVIRONMENTAL PRIZE

Humberto Ríos Labrada

REUTERS/CRI

Elinor Ostrom

Bolivian non-governmental organization **Agua Sustentable** won the 2009 Latin American and the Caribbean Water Award for its innovative contributions to the development and consolidation of public water management policies.

Communications scholar **Luis Ramiro Beltrán** was awarded the Andrés de Santa Cruz medal from the Universidad Mayor de San Andrés in Bolivia and the Félix Restrepo medal of merit from Javeriana University in Colombia in recognition of his efforts to use communication tools to alleviate poverty.

Anthropologist **Gilles Bibeau** received the Prix Léon-Gérin, the Québec government's highest social sciences award.

Ethiopian-American agronomist **Gebisa Ejeta** was awarded the 2009 World Food Prize for the breeding of drought- and parasite-resistant varieties of sorghum.

Humberto Ríos Labrada, a Cuban scientist and biodiversity researcher, received the Goldman Global Environmental Prize 2010 for his work with farmers to increase crop diversity and develop low-input agricultural systems.

The Pan American Health Organization named **Mario H. Rodriguez López** of Mexico's National Public Health Institute a 2009 Malaria Champion of the Americas for his efforts to eradicate malaria using alternatives to pesticides. It also recognized the **Health Division of the Foundation for Education and Social Development** in Colombia for its malaria-reduction efforts.

Professor **Elinor Ostrom** shared the 2009 Nobel Memorial Prize in Economic Sciences for her groundbreaking research on managing collective resources.

Food activists **Geoff Tansey** and **Tasmin Rajotte** received the Guild of Food Writers' Derek Cooper Award for Campaigning and Investigative Food Writing for their book, *The Future Control of Food*, co-published by IDRC. ■

AUBREY WADE PARKS

Increasing our reach

Strategies to support our grantees

INCREASING OUR REACH

Joining forces with donor partners

Expanding partnerships. Mobilizing resources.

IDRC believes that donor partnerships are crucial to advancing our mandate, and in March 2010 the Board of Governors reaffirmed this by approving our first five-year Donor Partnership Framework.

These partnerships foster collaboration among research funders and promote greater sharing of knowledge. Equally important, they increase the resources available to research for development.

Since 1970, IDRC has entered into agreements with more than 140 like-minded research funders. Our long experience has led to larger and more innovative partnerships. Today, partnership agreements over $1 million account for almost 80% of all active co-funding agreements. In 2009–2010, more than 16% of IDRC's programming was funded through partnerships with government agencies, bilateral and multilateral organizations, philanthropic foundations, and private organizations.

In 2009–2010, the largest agreement, worth $50 million, was from our main Canadian partner, the Canadian International Development Agency (CIDA), for the Canadian International Food Security Research Fund (CIFSRF). Other new partnership agreements included:

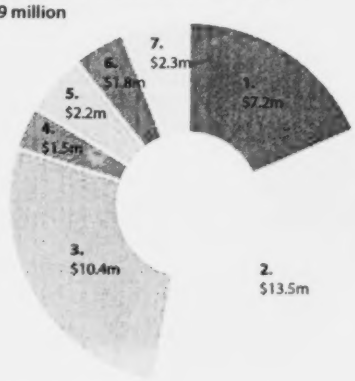
- Capacity Building for HIV/AIDS Prevention Trial — $10 million (CIDA)
- KariaNet II — $1.6 million (International Fund for Agricultural Development)
- Ecohealth Emerging Infectious Diseases Research Initiative — $1.5 million (Australian Agency for International Development)

Exploring new partnerships

During the next five years, we will nurture existing relationships but also explore new partnerships — with emerging donors, for instance. We will engage more fully with key international organizations and networks.

Revenues by donor in 2009–2010

$38.9 million



1. Canadian International Development Agency (CIDA)
2. Department for International Development (DFID, UK)
3. Bill & Melinda Gates Foundation
4. Microsoft
5. Swiss Agency for Development and Cooperation
6. The William and Flora Hewlett Foundation
7. Others

We will also continue to strengthen the ability of our grantees to form partnerships and to mobilize the resources they need. As well, we will continue to document and share our learning in the field of partnering for development.

PARTNERING FOR CHANGE

Helping Africa adapt to climate change

Kenya's central highlands have seen a seven-fold increase in cases of malaria in the past decade. Researchers at the Kenyan Medical Research Institute blame climate change. A study, funded by the Climate Change Adaptation in Africa program, also concludes that human activity is responsible for rising temperatures. Just two degrees — from 17°C to 19°C — are all the malaria parasite needs to mature, putting 4 million people at risk on the slopes of Mount Kenya.

MARK HENLY / PANOS

Climate Change Adaptation in Africa — a joint program of IDRC and the UK Department for International Development — helps 25 countries better cope with the effects of climate change, including Egypt.

This research is one of more than 50 projects supported by the Climate Change Adaptation in Africa program. Launched in 2006, the program is a joint effort of IDRC and the UK's Department for International Development (DFID). Its goal: improve the capacity of African people and organizations to adapt to climate change in ways that benefit the most vulnerable. It also seeks to strengthen adaptation policies and plans.

DFID is IDRC's largest non-Canadian co-funder. Over the past five years, DFID pledged $48 million to the climate change program and an additional $16.6 million for five other agreements.

PARTNERING FOR CHANGE

Canadian collaboration to ensure food security

Many developing countries cannot produce or import enough food to feed their people, particularly in sub-Saharan Africa and Asia. As a result, more than one billion people around the world are malnourished. The World Bank estimates that global food production must double by 2030 to meet growing demand.

With that grim fact in mind, on October 16, 2009, the Honourable Beverley Oda, Canada's Minister of International Cooperation, announced the creation of the Canadian International Food Security Research Fund. This $62 million joint initiative between IDRC ($12 million) and the Canadian International Development Agency ($50 million) will bring together the best minds from Canada and developing countries to find lasting, research-based means of ensuring food security.

The Canadian International Food Security Research Fund will contribute to meeting that goal by investing in applied research and harnessing Canadian expertise and knowledge. It is designed to benefit the most vulnerable, particularly women small farmers, and to fund organizations and institutions that can increase food production in a sustainable way.

IDRC launched the first two calls in February 2010, and three research partnerships have already been selected for funding. ■

INCREASING OUR REACH

Evaluating progress

Monitoring performance. Ensuring accountability.

In 2009, Grantmakers for Effective Organizations and the Council on Foundations deemed IDRC's approach to end-of-project reviews a "big idea." That idea: use evaluation to learn and improve, not just prove.

Here's how it works: Rather than rely on an individual program officer to write a final report, the project achievements are captured through oral interviews among colleagues at the beginning, middle, and end of the research.

Since this "rolling project completion report process" was introduced in 2004, 1,064 have been completed, including 211 in 2009–2010. They have strengthened the culture of reflection at IDRC and increased knowledge and accountability. Together, these reports and other evaluations form the basis of an Annual Learning Forum where staff push themselves to imagine new and more effective ways of working.

In the coming year, we will identify priorities for new strategic evaluations to inform the implementation of the *Strategic Framework 2010–2015*. We will also continue to build the field of evaluation, one of our strengths.

EVALUATING FOR CHANGE

Outcome mapping: Measuring change, not impact

An evaluation approach developed by IDRC and its research partners is now being used around the world.

More than 10 years ago, IDRC set out to develop a way to show how research contributes to development. Assessing development impacts is difficult because they often result from a number of events for which no one agency can claim full credit.

The result was *outcome mapping*, a planning and evaluation methodology that recognizes that development is essentially about people. Its originality was the shift away from assessing the products of a program — clean water in the case of a new water purification system, for instance — to focus on changes in the behaviour of people targeted by the program. Do the people maintaining the system have the skills and resources to continue to do so over the long term?

Outcome mapping has meant more useful assessments and greater knowledge about what works and what does not. It has also brought a new vision of useful and meaningful evaluation — one that supports learning and agility in complex situations.

The approach continues to influence evaluation practice around the world. It has been successfully embraced by the online outcome mapping learning community. This online community, coordinated by the Overseas Development Institute and funded by IDRC, now counts more than 2,200 members. In 2009–2010, Arabic and Portuguese editions of *Outcome Mapping: Building Learning and Reflection into Development Programs* were published, making the book available in six languages. IDRC also funded new projects this year to further the use of outcome mapping in Africa.

EVALUATING FOR CHANGE

telecentre.org settles in its new home

In March 2010, telecentre.org officially became the telecentre.org Foundation, a global not-for-profit organization hosted at the Philippines' Commission on Information and Communications Technology.

IN 2009–2010

2 strategic evaluations carried out

5 external reviews conducted

22 program- and project-led evaluations received

211 project completion reports completed

TELECENTRE.ORG

"telecentre.org is now a global movement... This access has empowered countless communities to engage with their government leaders, reach out to other communities, and begin to pull themselves out of poverty and isolation."

— Akhtar Badshah, Senior Director, Global Community Affairs, Microsoft

An external review, carried out in 2009, will help guide telecentre.org's transition and future growth.

A collaborative effort of IDRC, Microsoft, and the Swiss Agency for Cooperation and Development, the $21 million telecentre.org program was launched at the 2005 World Summit on the Information Society. Its 5-year goal: spur the establishment of telecentres to help communities throughout the world enter the information age. It also sought to make the centres more capable, versatile, and sustainable by supporting the networks that work with them.

From the start, it had been envisioned that telecentre.org would be transferred to a developing country once the concept had been proven. And it has. Although the review points to delays in meeting some objectives and identifies areas where the new foundation can improve on performance, it concludes that telecentre.org contributed greatly to strengthening the telecentre movement:

telecentre.org's main success and major asset: a vibrant online community that shares knowledge and experiences.

- It became the hub for 30 networks linking more than 100,000 telecentres in 52 countries.
- The Academies it created increased the skills of telecentre managers around the world.
- A vibrant online community continues to share knowledge and experiences. This, say the reviewers, is one of telecentre.org's main successes and its major asset.

IDRC, Microsoft, and the Philippines' Commission on ICTs continue to fund the telecentre.org Foundation. ■

INCREASING OUR REACH

Communicating results

Sharing knowledge. Increasing impact.

IDRC believes that knowledge must be shared to bring about positive change. Our staff and grantees do so in many ways, from peer-reviewed academic texts to seminars and conferences.

Communication is central to IDRC's activities. In 2009–2010, for example, the progress and results of IDRC-supported research were shared at hundreds of seminars, workshops, and conferences around the globe.

These events ranged from the local to the international, for a wide variety of audiences. For example, in November, first-year University of Calgary veterinary students learned how the environment, animal diseases, and human health interact — the ecohealth approach pioneered by IDRC. At the other end of the spectrum, staff and researchers of the IDRC-DFID funded Climate Change Adaptation in Africa program discussed strategies to address the climate information needs of the poor at the 15th Conference of Parties to the UN Framework Convention on Climate Change held in Copenhagen in December 2009.

The results of 40 years of IDRC-funded research are freely available through our digital library. Launched in 2007, it now contains some 42,000 research documents, 45% of them accessible full-text online. In addition to opening access to knowledge, the digital library provides IDRC-funded researchers with a valuable outlet for disseminating their work.

Training research communicators

To help staff and grantees acquire the skills needed to effectively communicate the results of research, IDRC provides training in various aspects of communications, including working with the media and writing policy briefs. Hundreds received training this year, including West African journalists who honed their ability to report on science. Much of the training is conducted using the *Communications Toolkit for Researchers*, available in English, French, and Spanish on the IDRC website.

IDRC funds a number of activities focused on building research communication skills. For instance, IDRC and the Swiss Agency for Development and Cooperation co-fund the Research Matters project to effectively bring the results of health research to bear on policy.

Engaging new audiences

IDRC also works to build a constituency in Canada for development research. In 2009–2010, for instance, 10 eminent Indian thinkers addressed audiences at Ottawa head office as part of the *India Lectures* series. The *Speakers of Renown* lectures, launched in February 2010, celebrate IDRC's 40th anniversary: 13 speakers — many of them former IDRC-supported researchers — will have participated in this series by December 2010.

In June 2010, the IDRC Board of Governors will approve a Communications Strategy for our activities until 2015. IDRC's communications efforts will continue to build support for the Centre in Canada and promote international awareness of the research we fund. We will also focus more closely on building our grantees' ability to communicate effectively.

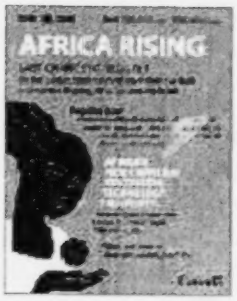
KNOWLEDGE SHARING IN 2009–2010

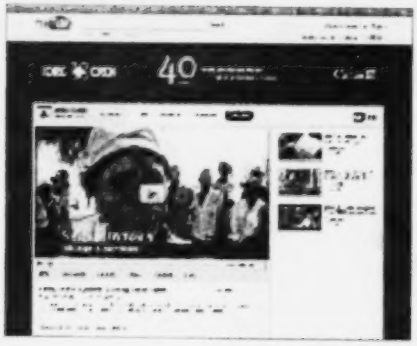
27 books co-published by IDRC and other publishers

101 e-books available on the IDRC website

28 public lectures held at IDRC head office

2,276 total attendance at IDRC lectures





IDRC: TECKLES PHOTO INC.

Gebisa Ejeta, IDRC's inaugural Speaker of Renown.

COMMUNICATING FOR CHANGE

Expanding the dialogue on the future of Africa

In print, in person, on the Web — communication is central to IDRC's activities. We share ideas and results to bring about positive change.

On February 3, 2010, Gebisa Ejeta, winner of the 2009 World Food Prize, made an impassioned plea for revitalizing agricultural research to improve the lives of the one billion people who suffer from chronic hunger. "Global hunger is a moral issue and a fundamental problem too big to ignore," he told a full house at the inaugural *Speakers of Renown* lecture.

IDRC was an early supporter of Ejeta's work, in the 1970s and 1980s, to protect sorghum against the parasitic weed striga.

On the day following his speech, Ejeta carried his message to more than 350 participants at the *Africa's New Frontier* conference that IDRC and the Department of Foreign Affairs and International Trade organized in Ottawa. The conference was a forum for conversation between Africans and Canadians on innovation in Africa, and a space to discuss concrete achievements and new thinking on the future of Canada-Africa relations.

Viewers around the world tuned in to sessions of the conference, broadcast live on Canada's Cable Public Affairs Channel. A webcast allowed viewers from as far afield as Benin to participate and ask questions, and for a journalist to cover the conference from New York City. A live blog captured key elements of the presentations and participants contributed to a live twitter feed. Thousands more heard audiocasts or read stories in the *National Post*, *Vancouver Sun*, and Montreal's *Gazette*, as well as on websites and blogs. The knowledge sharing continues with session recordings and speaker presentations on IDRC's website. ■

15,000
subscribers in 120 countries to *IDRC Bulletin*

3,640
media reports around the world, triple 2008–2009 coverage

3.5m
visitors to the IDRC website

42,000
research documents available from the IDRC Digital Library

1.9m
words translated in Canada's official languages

OUR PROGRAMS

Focusing on key development challenges

Building on strengths. Meeting tomorrow's needs.

IDRC's *Corporate Strategy and Program Framework* set our objectives for 2005–2010. We sought to strengthen research capacities, support research that would lead to better policies and practices, and foster financial and intellectual partnerships across five broad program areas. These programs also encouraged sharing knowledge with policymakers, other researchers, and communities around the world.

Our programs 2009–2010

Program area	Research directions and programs
Environment and Natural Resource Management	Find practical, sustainable ways of enhancing food and water security, improving human health and natural resource management, and increasing resilience to climate change. • Climate Change Adaptation in Africa • Ecosystem Approaches to Human Health • Environmental Economics • Rural Poverty and Environment • Urban Poverty and Environment
Information and Communication Technologies for Development	Increase access to information and communication technologies and develop innovative ways of using them to address pressing social needs. • Acacia • Connectivity and Equity in the Americas • Pan Asia Networking • telecentre.org
Innovation, Policy and Science	Harness science, technology, and innovation to promote sustainable development and reduce poverty. • IDRC Research Partnerships Challenge Fund • Innovation, Technology and Society
Research for Health Equity	Improve health policies and systems to ensure equal access to health care, prevent and control pandemics and emerging infectious diseases, and reduce tobacco production and use. • Global Health Research Initiative • Governance, Equity and Health • Research on International Tobacco Control
Social and Economic Policy	Promote sound social and economic policies to enhance the prospects for equitable development, durable peace, and the inclusion of marginalized groups, particularly women and girls. • Globalization, Growth and Poverty • Peace, Conflict and Development • Think Tank Initiative • Women's Rights and Citizenship

Looking ahead: Balancing continuity with change

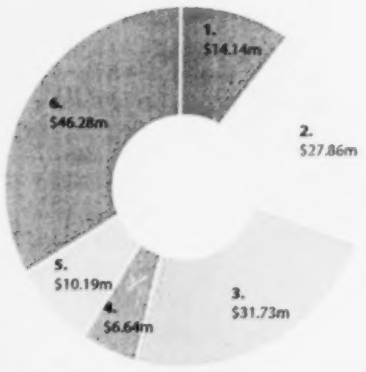
In October 2009, IDRC's Board of Governors approved a *Strategic Framework* to guide our work during 2010–2015. This framework builds on the Centre's strengths and addresses today's pressing environmental, social, economic, and political challenges. It reflects continuity and change, balancing research in hard science with public policy concerns.

We will implement changes to our program architecture on a rolling basis to reflect our focus on four broad themes.

Research themes 2010–2015

Themes	Research directions and programs
Agriculture and Environment	Contribute to human development and economic growth through better agricultural practices and a healthy environment. Four programs were approved by the IDRC Board in March 2010: • Agriculture and Food Security • Climate Change and Water • Ecosystems and Human Health • Environmental Economics
Health and Health Systems	Save lives by providing evidence on the burden of disease and strengthening health systems: • Improve access to health care in resource-poor areas • Enhance health information systems to improve healthcare delivery • Better understand and control chronic diseases
Science, Technology and Innovation	Promote growth and reduce poverty through new technologies and the application of science and innovation: • Strengthen the ability of granting councils and universities to address the needs of the poor • Enhance the contribution of information and communication technologies to social innovation and change
Social and Economic Policy	Inform public debate on key public economic and social policy issues: • Promote inclusive, sustainable growth • Foster accountable government and public security • Promote the equal inclusion of marginalized groups

Program allocations 2009–2010



1. Corporate:* 10.3%
2. Environment and Natural Resource Management: 20.3%
3. Information and Communication Technologies for Development: 23.2%
4. Innovation, Policy and Science: 4.9%
5. Research for Health Equity: 7.5%
6. Social and Economic Policy: 33.8%

* Includes the activities of the Special Initiatives and Donor Partnerships Divisions, Corporate Strategy and Regional Management Branch (including the Communications Division, Evaluation Unit, and Policy and Planning Group), Regional Activity Funds, and forward-planning.

In addition, the Development Innovation Fund seeks to improve the lives of the poor by supporting leading-edge scientific research. It will do so through competitive grants that bring together Canadian scientists, developing-country researchers, and the private sector to produce breakthroughs in global health and other areas.

IDRC also supports research and collaboration among Canadians interested in international development and offers fellowships and awards for talented minds from Canada and developing countries. We also fund research that responds to emerging priorities, such as Canada's response following natural disasters. ■

BOARD OF GOVERNORS

Corporate Governance

A commitment to accountability, transparency, effectiveness

During 2009–2010, IDRC's Board of Governors approved a new five-year strategy, *Innovating for Development*. Governors collaborated closely with senior management for many months on the plan that builds on the Centre's strengths of scientific excellence and knowledge building. The strategy outlines an approach to address the changing and complex challenges of the developing regions in the years ahead. The Board has approved new program plans in the agriculture and environment area and will soon endorse companion strategies for communications, evaluation, and other program agendas.

The Board of Governors

IDRC's work is guided by a 21-member international Board of Governors. The Chairman of the Board reports to Parliament through the Minister of Foreign Affairs. The *IDRC Act* states that a majority of Board members, including the Chair and Vice-Chair, must be Canadian. Up to 10 Governors are appointed from other countries. The composition of our Board helps to ensure that our programs and operations respond effectively to the needs of the developing world, adhere to good governance practices, and uphold the public interest.

The *IDRC Act* specifies that at least 11 of the Governors must have experience in international development or a background in the natural or social sciences, or in technology. These stipulations are reflected in a profile of skills and experience the Board drafted to assist in identifying suitable candidates to fill vacancies.

Board members are appointed by the Governor in Council for a term of four years and may be appointed for a further term. In 2009–2010, five new Governors joined the Board.

Key responsibilities

IDRC's Board is committed to openness, transparency, and accountability. Its key responsibilities are to

- establish IDRC's strategic direction;
- review and approve the Centre's budget and financial statements;
- assess and ensure that systems are in place to manage risks associated with the Centre's business;
- ensure the integrity of the corporation's internal control and management information systems;
- monitor corporate performance against strategic and business plans;
- assess its own performance in fulfilling Board responsibilities;
- measure and monitor the performance of the President and Chief Executive Officer; and
- ensure that the Centre has an effective communications strategy.

Committees

The Board normally meets three times a year. It has four standing committees:

- the Executive Committee
- the Finance and Audit Committee
- the Governance Committee
- the Human Resources Committee

Committee members are elected on the basis of their interests, expertise, and availability. The Board also establishes ad hoc committees to deal with particular issues as the need arises.

CHRIS STOWERS / PANOS

"... in 2009–2010, IDRC adopted its new five-year strategy that is flexible enough to deal with immediate challenges and still look beyond the current instability to the longer-term concerns of the developing regions."

— The Honourable Barbara McDougall, Chairman, IDRC Board of Governors

Committee membership as at March 31, 2010

Executive Committee

Members: The Honourable Barbara McDougall (Chairman); Denis Desautels; Ahmed Galal; Frieda Granot; Andy Knight; David Malone; Faith Mitchell

Finance and Audit Committee

Members: Denis Desautels (Chairman); Ahmed Galal; Frieda Granot; Elizabeth Parr-Johnston; Andrés Rozental; Gordon Shirley

Governance Committee

Members: The Honourable Barbara McDougall (Chairman); Claude-Yves Charron; Denis Desautels; Pratap Mehta; Francisco Sagasti; the Honourable Monte Solberg

Human Resources Committee

Members: Faith Mitchell (Chair); Claude-Yves Charron; Jocelyn Coulon; Amina Ibrahim; Andy Knight; David Malone; Xue Lan

IDRC's *Strategic Framework 2010–2015* builds on our strengths of scientific excellence and knowledge building.

Compensation for Board members is set according to Government of Canada *Remuneration Guidelines for Part-time Governor in Council Appointees in Crown Corporations*. These guidelines establish the following ranges:

- Per diem for Governors: $390 – $420
- Annual retainer for Committee Chairs: $4,600 – $5,400
- Annual retainer for the Chairman: $9,200 – $10,800

The IDRC Board of Governors 2009–2010

The Honourable Barbara McDougall
Chairman, Toronto, Canada
Advisor, international business development, corporate governance, and government relations, Aird & Berlis; former Secretary of State for External Affairs and Minister of Employment and Immigration
*Attended 3 out of 3 meetings**

Denis Desautels
Vice-Chairman, Ottawa, Canada
(reappointed January 2, 2010)
Chairman, Board of Directors, Laurentian Bank; Chairman, Accounting Standards and Oversight Council, Canadian Institute of Chartered Accountants; and former Auditor General of Canada
Attended 3 out of 3 meetings

David M. Malone
President, IDRC, Ottawa, Canada
Former High Commissioner for Canada to India and non-resident Ambassador to the Kingdom of Bhutan and to Nepal; former Assistant Deputy Minister (Global Issues), Department of Foreign Affairs and International Trade
Attended 3 out of 3 meetings

Margaret Biggs
Ottawa, Ontario
(appointed May 29, 2009)
President, Canadian International Development Agency
Attended 3 out of 3 meetings

Claude-Yves Charron
Montréal, Canada
Vice-President, Université du Québec à Montréal
Attended 2 out of 3 meetings

Jocelyn Coulon
Montréal, Canada
Director, Réseau de recherche sur les opérations de paix, Centre d'études et de recherches internationales de l'Université de Montréal (CÉRIUM)
Attended 3 out of 3 meetings

Gid Davis
Serenoaks, United Kingdom
Co-President, Global Energy Assessment, International Institute for Applied Systems Analysis
Attended 1 out of 3 meetings

Ahmed Galal
Cairo, Egypt
(reappointed October 22, 2009)
Managing Director, Economic Research Forum
Attended 3 out of 3 meetings

Frieda Granot
Vancouver, Canada
Senior Associate Dean, Strategic Development and External Relations, Sauder School of Business, University of British Columbia
Attended 3 out of 3 meetings

Amina J. Ibrahim
Abuja, Nigeria
Senior Special Assistant to the President of Nigeria on the Millennium Development Goals
Attended 1 out of 3 meetings

W. Andy Knight
Edmonton, Canada
Chairman, Department of Political Science, University of Alberta
Attended 2 out of 3 meetings

Pratap Mehta
Delhi, India
President, Centre for Policy Research
Attended 3 out of 3 meetings

Faith Mitchell
Washington DC, United States
(reappointed May 29, 2009)
Vice-President for Program and Strategy, Grantmakers in Health
Attended 3 out of 3 meetings

Elizabeth Parr-Johnston
Chester Basin, Canada
(appointed May 29, 2009)
President, Parr Johnston Economic and Policy Consultants
Attended 1 out of 3 meetings

Andrés Rozental
Mexico City, Mexico
President, Mexican Council on Foreign Relations
Attended 2 out of 3 meetings

Francisco Sagasti
Lima, Peru
External Advisor to the President of FORO Nacional/Internacional
Attended 3 out of 3 meetings

Gordon Shirley
Kingston, Jamaica
(appointed May 29, 2009)
Principal, University of the West Indies, Mona Campus
Attended 2 out of 3 meetings

The Honourable Monte Solberg
Calgary, Alberta
(appointed May 29, 2009)
Senior Advisor, Fleishman-Hillard Canada
Attended 3 out of 3 meetings

Rory Stewart
Crieff, United Kingdom
(appointed May 29, 2009)
Director of the Carr Center for Human Rights Policy, Harvard Kennedy School of Government
Attended 1 out of 3 meetings

Xue Lan
Beijing, People's Republic of China
Dean, School of Public Policy and Management, Tsinghua University
Attended: 2 out of 3 meetings

* *This report lists attendance from April 1, 2009 to March 31, 2010.*

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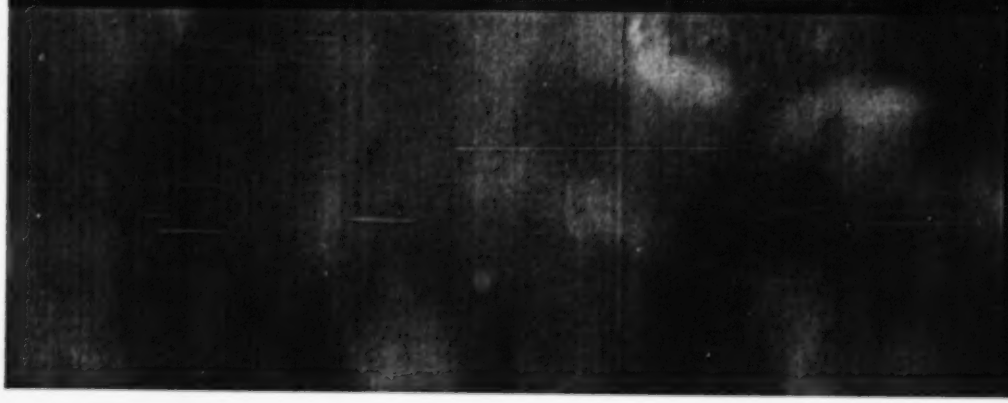
Managing and measuring our performance

Providing stewardship and accountability



Providing stewardship and accountability

IDRC's foundations

Mandate

The International Development Research Centre (IDRC) initiates, encourages, supports, and conducts research into the challenges of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions. The Centre operates under the *IDRC Act* (1970). To fulfill its mandate, IDRC encourages and supports researchers from developing countries to conduct research in their own institutions and regions.

Values

IDRC's work is based on the conviction that knowledge and innovation can bring about positive change in the social, economic, environmental, and political conditions of the poor, marginalized, or otherwise excluded peoples of developing countries. We are committed to sustainable and equitable development and poverty reduction, as well as to the protection, promotion, and realization of human rights and the rule of law throughout the developing regions of the world.

Business model

IDRC's grants-plus business model identifies three roles in carrying out our mandate. The weight assigned to each role depends on the goals and requirements of the individual program and research activity:

1. Providing financial support to researchers in developing countries for applied research on the problems that they identify as crucial to their communities. Most supported projects result from direct exchanges between IDRC and developing-country institutions.
2. Engaging with researchers throughout the research process sometimes as a mentor, but increasingly on a peer-to-peer basis.
3. Acting as a research broker to further networking among grantees. IDRC facilitates access to research materials and services, as well as to other researchers and policymakers, increasing the impact of the research it supports and strengthening research-to-policy linkages.

IDRC's Canadian public policy role

IDRC fulfills its public policy role primarily by funding research and helping researchers, institutions, and policymakers acquire skills and knowledge.

As a member of Canada's foreign policy family, IDRC's work informs policy and contributes to Canada's reputation as an innovative and generous country. For example:

- IDRC supports a network of institutions in several Latin American countries and in Canada that work toward **Haiti's** transition to a stable democracy. Following the January 2010 earthquake in Haiti, we are reassessing projects with a view to giving priority to programming that contributes to post-disaster reconstruction.
- In **Afghanistan**, IDRC continues to support efforts to strengthen research and education at Kabul University. We work with the university in a wide variety of fields, from agricultural and rangeland management to health, human rights, and geo-sciences. IDRC also works with Afghan journalists and policymakers to increase understanding of human rights and international humanitarian law.
- In **Southeast Asia**, IDRC is a member of a new network of Canadian missions seeking to reinvigorate Canada's relationship with the 10-country Association of Southeast Asian Nations.
- IDRC President David Malone appeared before the Senate Standing Committee on Foreign Affairs and International Trade as part of its study on the rise of China, India, and Russia in the global economy.
- In October, Senior Program Specialist Colleen Duggan appeared before the Senate Standing Committee on

Human Rights to describe how Canada's support for research can foster understanding of UN Security Council resolutions on women, peace, and security.

IDRC's *Strategic Framework 2010–2015* states that future program choices will be congruent with the priorities of Canada's international development, innovation, and science and technology agendas.

Accountability

IDRC is accountable to Parliament and to Canadians for its use of public resources. Here are a few of the measures in place that help us meet or exceed the standards of accountability and transparency in corporate governance set by Treasury Board:

- As part of its own rigorous system of audits, IDRC's financial statements are audited annually by the Office of the Auditor General of Canada (OAG).
- IDRC is subject to both the *Access to Information Act* and the *Privacy Act*. Four requests were received under the *Access to Information Act* in 2009–2010. None were received under the *Privacy Act*.
- IDRC publishes travel and hospitality expenses for senior executives on its website, in adherence with federal government policy.
- IDRC held its first annual public meeting in October, hosted by Board Chairman Barbara McDougall. Some 100 people attended while others participated via the Internet.
- In accordance with the legislative requirements, IDRC submitted reports on its application of the *Canadian Multiculturalism Act*, the *Employment Equity Act*, and the *Official Languages Act*.
- IDRC's Senior Officer also submitted his annual report on the *Public Servants Disclosure Protection Act*.
- IDRC contributed to the government's first report under the *Official Development Assistance Accountability Act*.

Capabilities to deliver results

People

IDRC's success depends on its people. The Centre has an international, multilingual staff, whose members are highly qualified in their areas of expertise. Many possess extensive knowledge of particular geographic areas. This allows them to engage effectively with grant recipients in framing research problems, improving research designs, and selecting and implementing research methods.

Balancing continuity with change

Supporting research is a long-term endeavour. IDRC is persistent, with the capacity to provide support for the full project or program cycle from conceptualization to dissemination of research results. At the same time, we balance existing — and often long-standing — research activities and new projects or programs. We maintain the overall ratio between ongoing and new research activities at approximately 2:1.

Regional offices

IDRC's regional offices:

- provide a local perspective to IDRC's programming
- nurture partnerships
- provide a first point of contact for developing-country researchers
- promote the dissemination of research results.

They also ensure close monitoring of risks associated with IDRC's work and allow IDRC to respond to opportunities in a timely and coherent way. IDRC has six regional offices:

- Nairobi, Kenya
- Dakar, Senegal
- Cairo, Egypt
- New Delhi, India
- Singapore
- Montevideo, Uruguay

These offices are a significant strategic asset. They are essential to the effective management of our programs.

Partnerships

IDRC works with a wide variety of organizations — government agencies, granting councils, the private sector, philanthropic foundations, and others. We collaborate to learn from others' experiences, to extend the reach of the ideas that we support, and to bring innovations to scale. We do not act solely as an implementing agency. Collaborations range from informal information sharing to joint conferences to parallel funding of projects to formal donor partnership agreements. By pooling technical, scientific, and/or financial resources, we are able to further a shared commitment to research.

Donor partnerships

To increase the resources available to developing-country researchers, IDRC's Donor Partnerships Division works with donors and foundations around the world. The largest partnerships are with the Canadian International Development Agency (CIDA), the UK's Department for International Development (DFID), the Bill & Melinda Gates Foundation, and the William and Flora Hewlett Foundation. Examples of significant donor partnerships include the Think Tank Initiative with the Gates and Hewlett foundations; the Canadian International Food Security Research Fund with CIDA; the Climate Change Adaptation in Africa program with DFID, and the Global Health Research Initiative, a research funding partnership of five Canadian federal agencies and departments (Canadian Institutes of Health Research, Canadian International Development Agency, Health Canada, IDRC, and the Public Health Agency of Canada).

The number and size of these and other partnerships have grown substantially over the past five years. As of March 31, 2010, IDRC was involved with 20 partners in 50 multi-year donor agreements worth $322.1 million, compared with 23 partners and 58 agreements worth $294.6 million on March 31, 2009.

Eleven new multi-year partnership agreements with a total value of $64.6 million were signed during 2009–2010. Among the largest agreements signed in 2009–2010, two were with CIDA: the Canadian International Food Security Research Fund ($50 million) and the Capacity Building for HIV/AIDS Prevention Trial ($10 million).

Other notable agreements included KariaNet II: Knowledge Access in Rural Inter-connected Areas in the Middle East and North Africa ($1.6 million) with multilateral partner the International Fund for Agriculture and Development; and the Ecohealth Emerging Infectious Diseases Research Initiative ($1.5 million) with a new co-funder, the Australian Agency for International Development.

In addition to direct donor contributions, IDRC is collaborating with the three Canadian research granting councils (the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council, and the Social Sciences and Humanities Research Council) in the International Research Initiative on Adaptation to Climate Change. We anticipate that, over five years beginning in 2010, the three councils will match IDRC's investment and transfer $6.75 million to IDRC.

Collaboration with Canadian public agencies

Along with the partnerships with Canadian government departments and agencies described above, we also undertook some other notable collaborations during the year. For example:

- The Department of Foreign Affairs and International Trade invited IDRC to co-organize a conference aimed at enriching Canada's conversation about Africa. More than 350 participants from government, the private sector, NGOs, universities, and the diplomatic community attended; 20 African diplomatic missions were represented. A number of former IDRC grantees were among the 48 speakers.
- IDRC's president, David Malone, sits on the Board of Directors of Grand Challenges Canada, the delivery mechanism for the $225 million five-year Development Innovation Fund (DIF). IDRC leads a consortium involving Grand Challenges Canada and the Canadian Institutes of Health Research.

Engaging Canadians

The Canadian Partnerships Program builds and maintains IDRC's long-term relationship with key Canadian academic, research, and civil society institutions engaged in international development. In 2009–2010, the Centre supported the Canadian NGO community through the policy work of the Canadian Council for International Co-operation. In collaboration with the Association of Universities and Colleges of Canada (AUCC), it organized a high-level symposium on strategies for internationalizing Canadian universities. With IDRC funding, AUCC also piloted a program of small grants for African researchers and institutions to Canadian universities.

The program also funds many small research projects and knowledge-related activities carried out by Canadian organizations concerned with international cooperation. We supported 59 such activities on the theme of global citizenship in 2009–2010 and funded 22 more substantial activities to explore and facilitate connections between Canada and developing countries.

IDRC also continued its core support for important Canadian development research organizations, including The North-South Institute and the International Institute for Sustainable Development.

An external review in 2009–2010 strongly endorsed Canadian Partnership's role. The program's budget will increase by 25% in 2010–2011 to $4.4 million.

IDRC also funds and administers a training and awards program for young researchers in Canada and from developing countries. This funding provides a new generation of Canadians with an opportunity to participate in international development work and helps build a critical mass of trained and experienced researchers in developing countries.

In 2009–2010, 152 awards were approved, 29 more than in 2008–2009.

AWARDS AND FELLOWSHIPS

Community Forestry: Trees and People John G. Bene Fellowship	1
ECOPOLIS Graduate Research and Design Awards	7
IDRC Awards for International Development Journalism	9
IDRC Canadian Window on International Development Awards	1
IDRC Doctoral Research Awards	43
IDRC Internship Awards	20
IDRC Sabbatical Awards	2
IDRC Science Journalism Awards	2
Professional Development Awards	2
Southern Junior Researchers Awards PhD Scholarships	2
Southern Junior Researchers Awards Master's Scholarships	4
Southern Junior Researchers Awards Doctoral Research Awards	59
Total	**152**

Looking forward

IDRC will continue to pay particular attention to Afghanistan and Haiti, building on its record and experience of supporting research in conflict zones. It will also build on its past efforts to engage in government-wide discussions on the promotion of democracy abroad, which remains a key Canadian foreign policy theme.

Partnerships with like-minded donors will remain key to IDRC's effectiveness. We anticipate that revenues generated from partnership agreements during the next two years will remain very healthy given the unexpended portion of our existing agreements (see Revenue Outlook on page 48). Nevertheless, the April 2010 cancellation of an agreement by the Bill & Melinda Gates Foundation for the funding of research on tobacco control highlighted the sometimes contingent nature of partnerships. As a result, IDRC will put significant emphasis on consolidating existing partnerships during the coming year while pursuing new ones consistent with strategic and program priorities.

We will continue to collaborate with other federal departments and agencies. The Development Innovation Fund will ramp up operations in 2010–2011 with expenditures expected to be $20 million. The Canadian Institutes of Health Research will take the lead in managing the peer review process: Grand Challenges Canada will monitor the research awards and manage many aspects of the research. Two calls for proposals under the Canadian International Food Security Research Fund were launched in February 2010. We expect that CIDA will remain an important institutional partner at the project, program, and corporate levels.

Strategic framework

The Centre's 2009–2010 activities were guided by the *Corporate Strategy and Program Framework 2005–2010*. In 2009–2010, the Centre focused its support on five program areas:

- Environment and natural resource management
- Information and communication technologies for development
- Innovation, policy and science
- Social and economic policy
- Research for health equity

In November 2009, IDRC's governors approved IDRC's *Strategic Framework 2010–2015* establishing three objectives: 1) to build new knowledge, including new fields of knowledge; 2) to build research capacity, especially in developing countries; and 3) to enable our grantees to influence policy and practice. The framework identifies four research themes that guide a series of programs described in Board-approved prospectuses:

- Agriculture and environment
- Science, technology and innovation
- Social and economic policy
- Health and health systems

Changes in programming will be implemented on a rolling basis, starting with programs in the Agriculture and Environment area in 2010–2011, followed by those in the Social and Economic Policy area. Under the new framework, 2010–2011 will be the final year for the Information and Communication Technologies for Development program area. Work in this area will continue, integrated into the other program themes.

Delivering on grants-plus

Strategic evaluations, appropriate human resource policies, communicating results and contributing to key debates, and investing in technology: all contribute to IDRC's successful implementation of its grants-plus model.

Evaluation Unit

The Evaluation Unit supports Centre programs in articulating and demonstrating the results of their development research interventions. It manages, conducts, and supports three main types of evaluation:

- Strategic evaluations that cut across various programs and projects to assess corporate results and programming modalities;
- External reviews of IDRC programs; and
- Evaluations designed and led by programs of particular projects, themes, results and organizations.

The Unit also supports the development of tools and methods for development research evaluations and strengthens the evaluation capacity of IDRC staff and partners and creates learning processes. In addition, the Unit supports the development of evaluative thinking as a core process within IDRC.

Strategic evaluations

Strategic evaluations broaden IDRC's understanding of issues of importance to staff, management, and partners. They provide evidence of the success and/or failure of Centre efforts in particular areas, identify ways to improve how the Centre works, and strengthen the Centre's evaluative culture. Two strategic evaluations were completed during 2009–2010:

- The devolution of activities from Centre programs or secretariats to independent entities. Since 1992, IDRC has established and subsequently devolved or closed 15 international secretariats. The strategic evaluation of past devolutions developed seven guiding principles for effective future devolutions.
- IDRC's participation in large conferences. This evaluation identified the need for more conscious planning to maximize efficiencies and to make it easier for the Centre to monitor the real costs and outcomes from large conferences.

External reviews

Every five years, we undertake external reviews of each program. Panels of independent experts in the relevant fields conduct these reviews.

During 2009–2010, we organized reviews of programs within the Social and Economic Policy area, of the Canadian Partnerships Program and of the Evaluation Unit itself. The latter review strongly endorsed IDRC's approach to evaluation and the decentralized nature of the Centre's system. It also noted the importance of the efforts to search for improved approaches to evaluation. The review recommended that the Unit needs to strengthen the communication of its work to the rest of the Centre.

The results of these reviews are being used to develop new program prospectuses and strategies. During 2010–2011, we have planned reviews of five initiatives, including:

- Information and Communication Technologies for Development (Acacia, Pan Asia Networking, and Connectivity and Equity in the Americas)
- Innovation, Technology and Society
- Governance, Equity and Health

These reviews will complete the third cycle of external program reviews at IDRC.

Program and project evaluations

In 2009–2010, the Evaluation Unit received 22 project- and program-level evaluation reports from various IDRC stakeholders. A quality assessment noted a drop in the overall percentage of acceptable reports over the previous year. This issue will be followed up with programs in the coming year.

Promoting an evaluative culture

The Evaluation Unit organizes *Innovation in Evaluation: Ideas Worth Sharing*, a series of presentations and workshops on evaluation for IDRC staff and leading experts in monitoring and evaluation. This past year the Unit held three events:

- Practical implications of complexity for evaluation
- Talking evaluation with Michael Quinn Patton: Taking use to the next level
- Impact evaluation seminar

Web analytics

The Unit also explored the use of Web analytic tools to observe the flows of information and ideas in real time and evaluate the dissemination and uptake of research through the Internet. IDRC's exploratory research focused on outcome mapping as a case study. The research determined that when the Internet is used as a repository of research and ideas, Web analytics can be used to infer meaningful information about their spread, use, and potential influence.

Human resources (HR)

On March 31, 2010, IDRC's workforce was composed of 387 Ottawa-hired staff (OHS) and 118 locally engaged staff (LES) compared with 371 OHS and 114 LES as of March 31, 2009. About 90% were paid from Parliamentary appropriations; 10% were paid through projects from donor contributions obtained as a result of partnership agreements.

In its third year of implementation of the Human Resources Plan 2007–2010, the Centre remained focused on three HR themes in 2009–2010: 1) investing in our people; 2) enhancing our capacity to manage HR; and 3) attracting and retaining talent.

Investing in our people

The nature of IDRC's work requires a highly educated and experienced workforce. In 2009–2010, the Centre continued to invest in language and professional training: More than 450 employees participated in learning events within and outside the Centre. More than 80 employees went through orientation training, while more than 125 managers and employees participated in "HR Cafés" to

IDRC STAFF: FULL-TIME EQUIVALENTS

	Budget 2010–2011	Revised budget 2009–2010	Revised budget 2008–2009
Head office	299	297	293
Regional offices	155	156	146
Subtotal	**454**	**453**	**439**
Project staff	32	47	50
Total	**486**	**500**	**489**

quickly learn about a variety of human resources-related subjects in an informal setting.

More than 100 employees took part in language training (French, English, Spanish). Centre staff also pursued training in specialty areas, including information technology, accounting, evaluation, workplace health and safety, project management, and epidemiology.

During the year, we continued to focus on developing leadership and management skills. We launched a 360 degree feedback project on a pilot basis. We constructed this exercise using the senior management and middle management IDRC competency profiles. We offered leadership and management training and coaching to more than 40 managers at various levels.

As well, we undertook several other new initiatives, including the approval of a new Career Development Policy and the organization of the first Forum for Administrative Professionals to address this group's professional development needs.

Enhancing our capacity to manage HR

IDRC's culture is one of consultation, respect for diversity, high performance, and continuous improvement. In managing human resources, this translates into robust mechanisms and processes to hear from staff.

In 2009–2010, there were exchanges at town hall meetings, a forum for administrative professionals, HR Cafés, a regional learning forum, and quarterly meetings with the Advisory Committee on Regional Offices and Human Resources Management Committee.

We also launched a systematic review of HR policies and guidelines. Our aim is to provide managers and employees with clear and useful documents outlining the unique characteristics of IDRC's HR management regime. Finally, IDRC began collecting feedback on key HR services. We found that for services surveyed — documentation of new employees, health briefings for first-time travellers, provision of pension estimates and advice, conducting of staffing processes — we met or exceeded client expectations in 97.5% of cases.

Attracting and retaining talent

IDRC continued to advertise widely available positions to attract the people we need to achieve our mandate. We received 8,753 applications during the period — an average of 123 applications for each of the 71 positions advertised. Staff turnover rate — the percentage of employees entering and leaving IDRC as a proportion of the average number of employees — declined to 11.37% from 13.39% in 2008–2009. This decline is consistent with what is reported by the Conference Board of Canada and is in part attributed to economic circumstances. Unplanned departures represent a risk to an organization, but IDRC's rate is not alarming, although the financial and human resources implications do create pressures. For this reason, we continue to closely monitor the turnover rate.

The diversity of IDRC's workforce is critical to its success and the Centre strives to create a workplace that reflects the Canadian population. In 2009–2010, IDRC conducted a self-identification awareness campaign for the purpose of employment equity. This showed that women and visible minorities are well represented in IDRC. However, despite special initiatives adopted in 2008–2009 and continued throughout 2009–2010, we must still make progress in the representation of Aboriginals and persons with disabilities.

Human Resources Plan 2010–2013

With the adoption of the *Strategic Framework 2010–2015*, the Centre approved a new Human Resources Plan that aligns with corporate objectives and builds on existing strengths. The plan recognizes IDRC's unique organizational requirements as well as global HR challenges.

The new plan establishes three key HR themes:

- Finding and growing talent globally
- Providing a stimulating workplace
- Enhancing the Centre's capacity to manage human resources

We have grouped the activities planned over the life of the plan into four categories:

- Harnessing staff strengths;
- Facilitating meaningful communication;
- Modernizing HR operations and processes; and
- Enhancing wellness initiatives.

Communications

The Communications Division works to ensure continued and increased support for research, to raise awareness and knowledge of IDRC, and to build the communication capacity of staff and grantees.

The division also works with program staff to ensure that results from IDRC-supported research are disseminated, known, and used by a wide variety of publics, both nationally and internationally.

Expanding our Canadian network

IDRC increased its efforts this year to engage with parliamentarians and other Canadian decision-makers responsible for the future of the Centre. One of the key means for doing so was the *India Lectures* series, launched in 2009: 15 eminent thinkers participated in these public conferences held at IDRC's head office, 10 of them in 2009–2010. Guest lecturers at IDRC also included 14 leading development experts. In February 2010, we launched our *Speakers of Renown* lecture series to mark our 40th anniversary. Two lectures in that series were held this year and we plan a further 11 before the end of December 2010.

IDRC also published six opinion pieces in the *Hill Times* Policy Briefing supplements and provided briefings to parliamentarians throughout the year.

Raising awareness of IDRC and sharing knowledge

In 2009–2010, IDRC published 27 books on IDRC-funded research through co-publishing agreements with 19 commercial and academic publishers in Canada, Europe, and developing countries. All IDRC books are fully open access. More than 101 titles are available free of charge on the IDRC website and on an annual corporate CD, of which some 30,000 were distributed this year. The books can also be accessed through Google Book Search and from Library and Archives Canada, as well as through a variety of e-book vendors.

This year, we started a new flagship collection, *Insight and Innovation in International Development*, in collaboration with Springer Science+Business Media, LLC. We plan to release the first title later in 2010.

To reach Canadian academic audiences, a dozen IDRC staff and alumni spoke at universities across the country during CIDA's International Development Week. IDRC also had information kiosks at two major academic gatherings. Program staff and grantees hosted and participated in numerous events around the world, including the UN Climate Change Conference in Copenhagen and the Summit of the Americas in Trinidad and Tobago.

In future, IDRC will increase its efforts to reach non-research audiences, particularly policymakers and other stakeholders in policy debates.

Coverage by media type

Media coverage of IDRC tripled this year: 3,640 reports reached an estimated 126.5 million people, compared to 1,071 reports with an estimated reach of 46.5 million the previous year. Domestic coverage increased by 128% while international coverage increased by 54.7%. The primary source of coverage was online media, including Internet-based newspapers, radio, and television. This year, as last, the tone of media reports on IDRC was overwhelmingly positive.

IDRC's public website is a vital medium for reaching the Centre's varied audiences. Some 3.5 million people visited the site in 2009–2010. We are now working on a redesigned site that we will launch in October 2010. We feature new website content in our e-newsletter, *IDRC Bulletin*. We send 10 issues of that newsletter annually to 15,000 subscribers in 120 countries.

Our website also prominently features the results of 40 years of IDRC-supported research. We added some 5,000 research documents to our digital library, a cornerstone of our communication and information management system. Some 45% of the 42,000 documents are accessible full-text online.

Increasing communications capacity

IDRC staff and grantees need the right tools and skills to communicate research results effectively. Hundreds of grantees received training this year in various aspects of communications. For example:

- 15 journalists from Cameroon honed their ability to report on development research at a 3-day workshop.
- 50 participants at a Pan Asia Networking meeting in Malaysia were trained in strategic communications.

IDRC's *Communications Toolkit for Researchers* is available in English, French, and Spanish on the IDRC website and on CD-ROM.

Increasing capacity in research communications is a key objective of IDRC's *Communications Strategy 2010–2015*, which we will submit to the Board of Governors for approval in June 2010.

IDRC's 40th anniversary in 2010 provides enhanced opportunities to raise awareness of the Centre in Canada and internationally. We have organized a series of 40th anniversary events in Canada and internationally through our regional offices, all of which focus on the results of 40 years of research. Print and Web products and an increased presence in social media support these anniversary events.

In October, Wilfrid Laurier University Press and Les Presses de l'Université Laval will publish a history of IDRC by two independent historians.

Information management and technology

Research information is a core IDRC asset. In 2009–2010, IDRC adopted an information technology/information management strategy to

- create a single entry point to the Centre's information and business processes;
- improve how staff collaborates, shares documents, and preserves knowledge, both internally and with partners and grantees;

- make the sharing of knowledge through the Internet more effective; and
- explore, deploy, and support useful new technologies, economically and quickly.

To achieve these objectives, IDRC started to implement a Basic Content Services initiative to help manage its information infrastructure. A high priority for this initiative will be to support the redesign of IDRC's website.

The Committee on Corporate Architecture assesses and aligns IT/IM initiatives against existing and future requirements, ensuring that IDRC systems are up to date. During 2009–2010, the Information and Technology Division upgraded the server rooms and introduced server virtualization technology into every IDRC office. Advances in server hardware and processor technology enhanced efficiency within the server environment and reduced IDRC's global server environment from 75+ servers to fewer than 25 physical machines to reduce the Centre's carbon footprint. The reduction in power and cooling consumption will bring IDRC one step closer to greening the server rooms while achieving significant cost reductions.

Risk management

IDRC operates in environments where research infrastructure is weak, institutions fragile, and political and economic conditions unstable. Innovation is rarely risk-free. IDRC is mindful of the risks that it takes and seeks to manage them to achieve its corporate objectives.

IDRC manages risk:

- Strategically — by ensuring a sound governance and accountability structure overseen by our Board of Governors;
- Programmatically — by working within a defined strategic and program framework and employing sound management processes to achieve results; and
- Operationally — by applying a set of systems and internal controls designed to manage the risks to achieving corporate objectives in the context in which IDRC works.

Identifying and assessing corporate risk

The Centre's corporate risk profile identifies and assesses the key risks to be monitored, managed, and mitigated.

Strategic risks are related to the Centre's reputation, the continued relevance of its work, the Centre's accountability for program and financial results, and for the provision of necessary and reliable information on performance. We address funding risks by maintaining constant contact with the Canadian government and with our donors.

Programming risks arise with regard to

- the countries where IDRC works;
- the donors, research partners, and recipient institutions we work with;
- the research methodologies used; and
- the potential for results.

These risks form the core of IDRC's corporate risk profile and are addressed by the Centre's formal risk management processes.

Operational risks relate to the Centre's operations and its financial, human, and information resources. Risk management strategies include:

- ensuring the adequacy of financial controls;
- maintaining an adequate staffing complement;
- ensuring a healthy and safe work environment; and
- providing effective systems to capture, secure, and disseminate information for decision-making.

Managing risk

The professional expertise of IDRC staff deployed in a systematic, proactive, and continuous manner allows us to manage innovative approaches and their associated risks. IDRC relies on its staff to apply their specific knowledge and skills to particular situations. It is this key element that allows the Centre both to innovate and manage risk.

Internal audit

Internal audit is a key element of IDRC's accountability framework and is managed by the Risk Management and Internal Audit Unit. The Unit assists the Centre achieve its objectives through evidence-based analysis. IDRC employs a co-sourced internal audit model, and in 2009–2010 entered into a three-year agreement with Ernst & Young to be the Centre's primary provider of internal audit services.

In 2009–2010, IDRC's Finance and Audit Committee received the results of two audits:

- The Information Management audit provided assurance on the generally good structure and system of controls in place for managing IDRC's information stores. Changes that resulted from the audit include the development of an information management vision and strategy for the Centre. The audit also highlighted the importance of ensuring that user system and training needs are met by the planned replacement of the Centre's information management system.
- The Project Management and Monitoring audit reviewed one of the Centre's core business processes. The audit confirmed that IDRC has established and is operating within a project management framework to align research projects with program goals, objectives, and outcomes, while safeguarding the organization's assets. Management's response to the audit will result in improvements to the Centre's project management processes for risk management, performance monitoring, and documentation protocols.

In addition to these completed reviews, two audits were in progress at year-end on contracting and on the Centre's Regional Office for the Middle East and North Africa.

Senior Management Committee 2009–2010

David M. Malone
President (Chair)

Federico Burone
Regional Director, Latin America and the Caribbean

Michael Clarke
Director, Research for Health Equity; Director, Information and Communication Technologies for Development

Sylvain Dufour
Director, Finance and Administration Division

Naser Faruqui
Director, Innovation, Policy and Science

Constance Freeman
Regional Director, Eastern and Southern Africa

Richard Fuchs
Regional Director, Southeast and East Asia

Brent Herbert-Copley
Director, Social and Economic Policy
(resigned October 13, 2009)

Jean Lebel
Director, Agriculture and Environment

Stephen McGurk
Regional Director, South Asia and China

Rohinton Medhora
Vice-President, Program and Partnership Branch

Lauchlan T. Munro
Vice-President, Corporate Strategy and Regional Management

Annette Nicholson
Secretary and General Counsel

Line Noreau
Director, Human Resources Division

Angela Prokopiak
Director, Communications and Parliamentary Relations
(appointed August 4, 2009)

Eglal Rached
Regional Director, Middle East and North Africa

Chantal Schryer
Director, Communications and Parliamentary Affairs
(resigned April 30, 2009)

Gerd Schönwälder
Director, Policy and Planning Group

Sue Szabo
Director, Social and Economic Policy
(appointed March 15, 2010)

Kathryn Touré
Regional Director, West and Central Africa

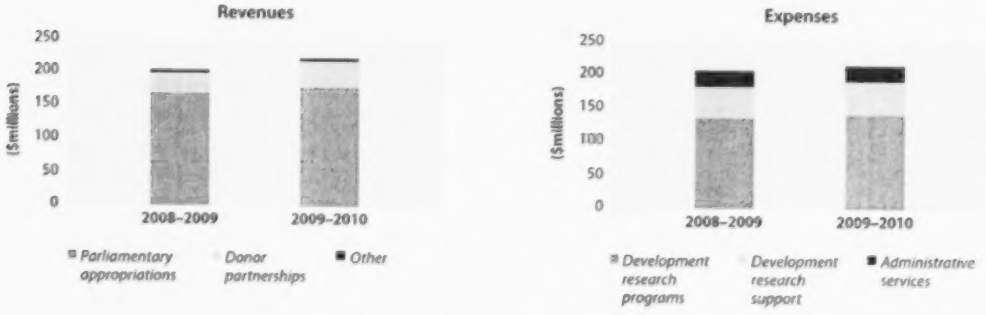
Denys Vermette
Vice-President, Resources and Chief Financial Officer

Management's discussion and analysis

Summary of results

- Revenue increased 5.2% to $214.5 million, from $203.8 million in 2008–2009 as a result of increased donor partnership revenue as well as additional funding provided by the Parliament of Canada.
- Expenses increased 2.7% to $210.9 million from $205.4 million in 2008–2009 mostly due to increased donor partnership spending, while spending on administrative activities decreased as a result of management's effort to curtail spending.
- Implementation of the Development Innovation Fund (DIF) was delayed pending Parliamentary approval of the funding requested by the Centre. As a result, $5.2 million was left over at the end of the year.
- Equity at year-end increased 25.0% to reach $16.8 million compared to $13.5 million in 2008–2009. The increase is essentially attributable to the DIF-related amount referred to above ($5.2 million) and the savings in operational activities ($4.8 million). In total, the equity was $10.1 million higher than budgeted.
- Outstanding commitments funded by Parliamentary appropriations decreased slightly while outstanding commitments funded by donor partnerships increased significantly during the year. Details are on page 54.

FIGURE 1: REVENUES AND EXPENSES



Revenues

The Centre's funding is derived from five sources: Parliamentary appropriations, donor partnerships, recovery of administrative costs, investment income, and other income. Parliamentary appropriations are included with revenues in this discussion, although they are not classified as revenues on the Statement of Operations.

TABLE 1: REVENUES

	2010–2011		2009–2010		2008–2009	
($000)	**Budget**	**Revised budget**	**Actual**	**Variance**	**Actual**	**% change actual***
Total revenues	**253 556**	**211 904**	**214 461**	**2 557**	**203 764**	**5.2%**
Parliamentary appropriations (Table 2)	189 888	172 681	174 041	1 360	168 828	3.1%
Donor partnerships						
Funding for development research programs	57 034	33 966	35 109	1 143	29 675	18.3%
Recovery of administrative costs	5 703	3 584	3 842	258	2 969	29.4%
Investment income	480	306	288	(18)	1 096	-73.7%
Other income	451	1 367	1 181	(186)	1 196	-1.3%

* % change actual in 2009–2010 over 2008–2009.

Parliamentary appropriation revenue

The Centre receives different types of Parliamentary appropriations including the Centre's share of Canada's Official Development Assistance (ODA) envelope as well as modest federal government funding from sources other than ODA. Parliamentary appropriations were 3.1% higher than 2008–2009 and $1.4 million higher than budgeted. As discussed later, the variance from budget relates to accounting adjustments and not to additional votes in Parliament.

The federal budget tabled in February 2008 mentioned the creation of a *Development Innovation Fund* (DIF) to be "implemented by strategic partners in the research community working with the International Development Research Centre (IDRC)." The government has selected health as the DIF's opening theme, which is being implemented by a consortium led by the Centre.

The Centre received authority to spend in December 2009; therefore, the Parliamentary appropriation revenue for 2009–2010 includes $7.0 million to be directed to the DIF.

From time to time, the Centre receives additional one-time Parliamentary appropriations for specific projects or programs (see Note 10 of the Notes to the Financial Statements, page 76). These funds are recorded as deferred revenue and recognized when the related expenses are incurred. The revenues recognized in that manner during 2009–2010 relate to the Institute for Connectivity in the Americas. During the course of the year, it was decided to extend the duration of the program. This extension had an impact on the timing of the expenses, which resulted in revenues being $1.1 million lower than budgeted to which is associated lower administrative cost recovery. During the year, the Centre

also recognized an additional $2.7 million in revenue, which contributed to the higher appropriation income. These funds will allow the Centre to collaborate with the Canadian International Development Agency in programming that encourages the equitable use of information and communication technology to improve democratic governance and to promote social and economic development in the Americas region.

Also included in the Parliamentary appropriations are transfers from other federal agencies. These amounts are not part of the long-term recurring funding base. The non-recurring transfers are a result of the Program and Partnership Branch's efforts to establish collaborations with federal agencies.

TABLE 2: APPROVED PARLIAMENTARY APPROPRIATIONS

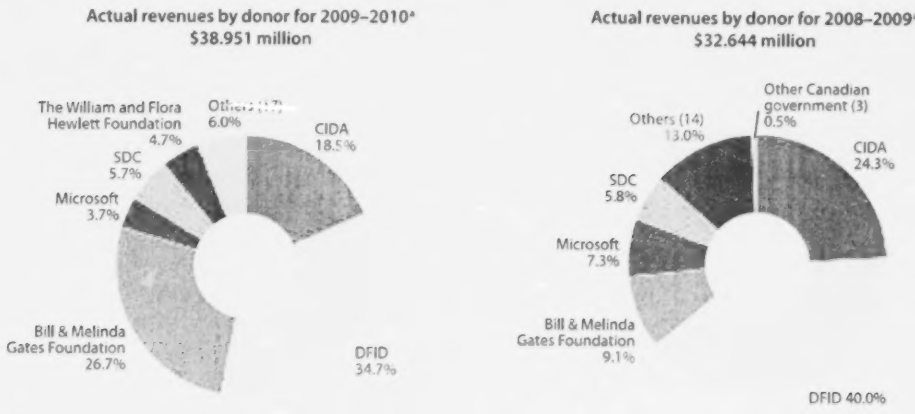
($000)	2010–2011 Budget	2009–2010 Actual	2008–2009 Actual	% change actual[a]
Appropriation before transfers	**186 493**	**168 171**	**158 175**	**6.3%**
Appropriation transfers from				
Canadian International Development Agency	2 400	2 000	8 700	-77.0%
Canadian Institutes of Health Research	172	3 579	3 550	0.8%
Public Health Agency of Canada	172	246	70	—
	2 744	**5 825**	**12 320**	**-52.7%**
Total approved appropriations	**189 237**	**173 996**	**170 495**	**2.1%**
Deferrals and amoritizations (Note 10)	**651**	**45**	**(1 667)**	
Total appropriations recognized (Table 1)	**189 888**	**174 041**	**168 828**	**3.1%**

[a] % change actual in 2009–2010 over 2008–2009.

Donor partnership revenue

Revenues from **donor partnerships** relate to contributions to entire development research programs or to funding for specific research projects within existing development research programs conducted or managed by the Centre on behalf of other organizations. The funds received in advance are recognized as revenue when the related expenses are incurred. Therefore, they have no direct impact on the Centre's net results nor on the Centre's equity. Donor partnership revenues increased by 18.3% to $35.1 million compared to $29.7 million in 2008–2009 and are $1.1 million higher than budgeted. The difference is primarily due to slightly higher initial spending on the Think Tank Initiative, a timing difference between two fiscal years, not an overrun of the Initiative.

FIGURE 2: REVENUES FROM DONOR PARTNERSHIPS



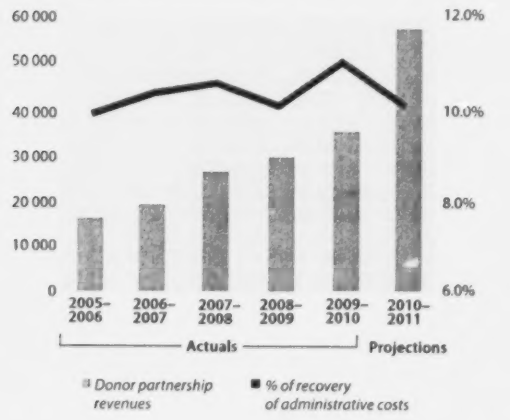
* Includes development research programs and administrative cost recovery.

CIDA: Canadian International Development Agency; DFID: Department for International Development (UK); SDC: Swiss Agency for Development and Cooperation

The sources of donor funding continuously change. In 2009–2010, the proportion of funding from Canadian government organizations decreased to 18.5% of total donor funding compared to 24.8% in 2008–2009 (see Figure 2). Donor partnership funding from CIDA decreased to $7.2 million from $7.9 million in 2008–2009. However, the Centre also received $2.0 million in appropriation transfers from CIDA (see Table 2). This represents broader collaboration than what is evident solely from the donor partnerships profile.

Revenue from the **recovery of administrative costs** represents all actual costs to administer the projects and to support project staff. Recovered costs do not include core operating costs covered by the Parliamentary appropriations. The methodology to calculate the rate of cost recovery is based on generally accepted management accounting principles and is reviewed at least annually. The 2009–2010 revenue was slightly over budget ($0.3 million). Since the recovery of administrative costs from donor partnership agreements is proportionate to donor partnership revenues recognized, the total variance is proportional to the variance in the revenues recognized from donor partnerships.

FIGURE 3: RECOVERY OF ADMINISTRATIVE COSTS COMPARED TO DONOR PARTNERSHIP REVENUES ($000)



The recovery of administrative costs on donor funding contracts increased to 10.9% of direct project costs (recognized as donor partnership revenues) in 2009–2010 from 10.0% in 2008–2009 with the increase in the target standard administrative cost recovery rate to 12.0% at the beginning of the 2009–2010 fiscal year. This rate applies to all partnerships except those with CIDA, with which the Centre has a long-standing relationship: the administrative cost recovery for agreements with CIDA is set at 10.0%. The Centre has conservatively budgeted an average cost recovery rate of 10.0% for 2010–2011. This rate takes into consideration the rate set for CIDA agreements, the signing of a very large project at 8.0%, and some newer agreements with costs of less than 12.0%.

Investment income

The Centre invests its available cash in high-quality money-market instruments. In 2009–2010, the investment income amounted to $0.3 million. The yield on investments is lower than in recent years, but the Centre continues to outperform its Treasury Bill benchmark. The actual return on investment was 1.06% compared to an average Treasury Bill yield of 0.22% throughout the year. For more information, see the Balance Sheet Discussion on page 56.

Other income

Other income includes revenues associated with conference and catering facilities and other miscellaneous items such as the sale of publications and office space subleasing. Income from these sources amounted to $1.2 million in 2009–2010, the same amount as in 2008–2009.

Revenue outlook

The 2010–2011 budget will reach an all-time high for the Centre of $253.6 million (see Table 1, page 45) in revenues and a similar amount in planned expenditures. About 60% of the budget growth is driven by increasing donor partnerships and the rest (40%) by the advent of the DIF, and, to a lesser extent, by an assumed modest growth in the Parliamentary appropriation.

Centre activities not funded by donor partnerships or the DIF appropriation are constrained to a little more than inflationary growth. The budget therefore takes into consideration an important strategy aimed at preserving the Centre's operational integrity while managing the uncertainty around additional appropriations and the impact of slow "core" funding growth on the Centre's operations. As the Government of Canada has announced that it will grow the International Assistance Envelope for fiscal year 2010–2011, Centre management has conservatively budgeted a $7.6 million increase in Parliamentary appropriations. However, it has frozen or reduced development research support and administrative services expenses in 2009–2010 and frozen most expense budgets for 2010–2011. This would result in total savings of $6.7 million by the end of 2010–2011. Should the government not increase appropriations as anticipated, these costs cuts would go a long way to preserving the Centre's operational integrity as management rebalances

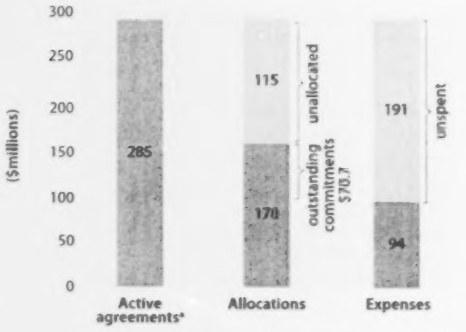
costs across the existing three cost categories (development research programs, development research support, and administrative services). If the anticipated appropriation increase materializes, management intends to reinvest savings into development research programs in 2010–2011 and future years.

Figure 4 shows the value of signed donor partnership agreements ($285 million), the amount remaining to be allocated to projects from these agreements ($115 million), and the amount yet to be disbursed as at 31 March 2010 ($191 million). Of the $285 million in active agreements, $94 million has been expensed at 31 March 2010, leaving a very healthy balance of $191 million in expenditures in the remaining life of the donor-funded projects. In 2010–2011, $57 million is planned to be expensed, which represents only 30% of the total unspent funds as at 31 March 2010.

Management anticipates a 62.1% increase in donor partnership funding in 2010–2011 compared to 2009–2010 actuals. The projected increase arises primarily from the expansion of the Think Tank Initiative into South Asia and Latin America, as well as the ramping up of the Canadian International Food Security Research Fund. At the same time, implementation of several large financial agreements arranged with donors over the past few years to fund entire programs will continue in 2010–2011. Close to 82% of the $57 million donor partnership funding for development research programs will be recognized against existing donor agreements with the remaining 18% recognized against new agreements expected to be signed during the year.

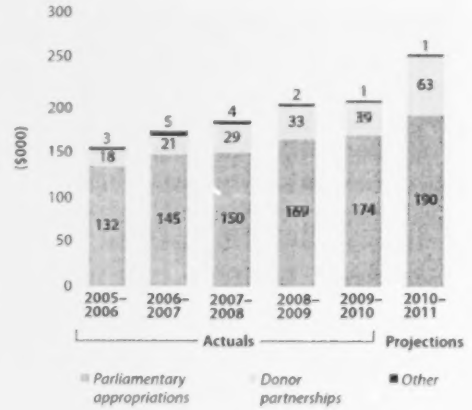
In past years, the Centre's Parliamentary appropriations have represented approximately 83% of total revenues. In 2010–2011, this will decrease to about 75% due to the anticipated increase in donor partnerships revenue. (see Figure 5).

FIGURE 4: DONOR FUNDING AS AT 31 MARCH 2010



** This amount represents total funding available to allocate to projects which does not include the administrative cost recovery.*

FIGURE 5: RELATIVE SHARES OF INCOME (ACTUAL AND PROJECTED) 2005–2006 TO 2010–2011



Expenses

The Centre tracks its expenses based on a three-tier cost structure: development research programs, development research support, and administrative costs.

TABLE 3: EXPENSES

	2010–2011		2009–2010		2008–2009	
($000)	**Budget**	**Revised budget**	**Actual**	**Variance**	**Actual**	**% change actual [a]**
Total expenses	**253 258**	**211 360**	**210 947**	**(413)**	**205 429**	**2.7%**
Development research programs						
Funded by Parliamentary appropriations	123 795	106 769	109 970	3 201	109 373	0.5%
Funded by donor partnerships	57 034	33 966	35 109	1 143	29 675	18.3%
Development research support	46 510	45 254	42 057	(3 197)	41 334	1.7%
Administrative services	25 919	25 371	23 811	(1 560)	25 047	-4.9%

[a] % change actual in 2009–2010 over 2008–2009.

TABLE 3a: DEVELOPMENT RESEARCH PROGRAM EXPENSES FUNDED BY PARLIAMENTARY APPROPRIATIONS

	2010–2011		2009–2010		2008–2009	
($000)	**Budget**	**Revised budget**	**Actual**	**Variance**	**Actual**	**% change actual [a]**
Total expenses	**123 795**	**106 769**	**109 970**	**3 201**	**109 373**	**0.5%**
Recurring funding	122 199	104 269	108 556	4 287	106 804	1.6%
Projects and programs funding	1 596	2 500	1 414	(1 086)	2 569	-45.0%

[a] % change actual in 2009–2010 over 2008–2009.

Development research program expenses

Development research program expenses reflect the direct costs, mainly in the form of grants, of scientific and technical research projects administered by the Centre as part of its ongoing programs. In 2009–2010, the share of research program expenses funded by Parliamentary appropriations increased by 0.5% to $110.0 million from $109.4 million in 2008–2009 and 3.0% or $3.2 million more than budget. The variance arises from a combination of overspending on the recurring funding activities ($4.3 million) and underspending on specific projects and

programs funding ($1.1 million). The specific projects and programs relate to the Institute for Connectivity in the Americas (see the Revenues discussion for more information). The overrun of $4.3 million on the recurring funding activities includes expenses for the DIF ($1.6 million) that were not included in the revised expenses budget because of the uncertain implementation date. The balance of the overrun ($2.7 million) is due to changes in new project spending patterns. Overall, the 2.7% variance in 2009–2010 is only slightly higher than the 2.2% variance in 2008–2009.

The share of development research program expenses funded by donor partnerships totalled $35.1 million, or $1.1 million higher than budgeted. The Revenues discussion above provides an explanation for this small variance.

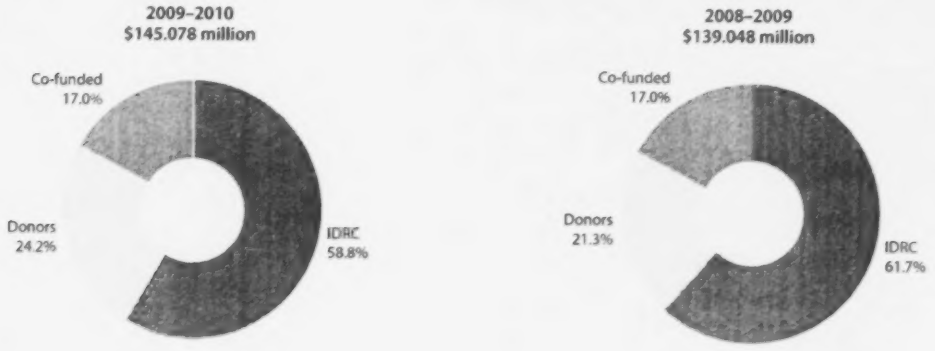
Development research program expenses for all Centre development research programs increased by 4.3% to $145.1 million, from $139.1 million in 2008–2009. The majority of the increase ($5.4 million) pertains to expenses funded by donor partnerships.

TABLE 4: EXPENSES BY PROGRAM FOR THE YEAR ENDED 31 MARCH 2010 ($000)

	2010			2009
Program area	**Funded by Parliamentary appropriations**	**Funded by donor partnerships**	**Total**	**Total**
Environment and Natural Resource Management	29 051	10 928	39 979	36 527
Information and Communication Technologies for Development	22 729	6 299	29 028	35 932
Innovation, Policy and Science	7 429	—	7 429	4 335
Social and Economic Policy	21 569	8 079	29 648	20 815
Research for Health Equity	10 201	8 357	18 558	19 084
Donor Partnership Division	801	—	801	636
Special Initiatives	9 512	1 343	10 855	10 885
Evaluation	1 972	—	1 972	2 740
Programming Flexibility and Rapid Response Funds	5 081	103	5 184	8 094
Development Innovation Fund	1 625	—	1 625	—
Total	**109 970**	**35 109**	**145 079**	**139 048**

As shown in Figure 6, the proportion of the Centre's development research program expenses used as counterpart (co-funding) to donor partnership funding remained the same as in the past year (17.0%). As the level of donor partnership activity increases, the level of development research program expenses related to projects funded solely by IDRC has declined to 58.8% in 2009–2010 compared to 61.7% in 2008–2009.

FIGURE 6: CENTRE AND DONOR FUNDING TO DEVELOPMENT RESEARCH PROGRAM EXPENSES



Development research support expenses

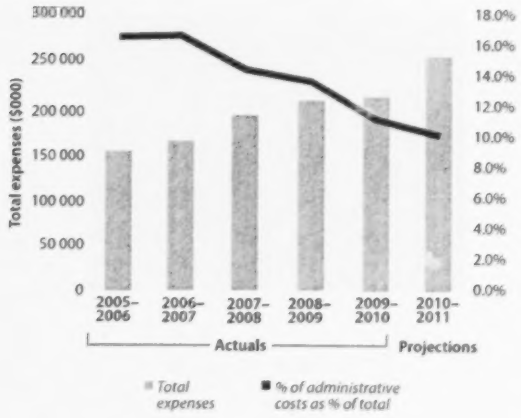
Development research support represents the costs of building research capacity in the developing regions of the world including technical support, program complements, and program management. Development research support expenses increased 1.7% to $42.1 million in 2009–2010 from $41.3 million in 2008–2009 and are only 92.9% of budget. The $3.2 million budget savings are primarily due to underspending on travel ($1.7 million) which is a result of both expenditure restraint as well as savings from staff vacancies in positions where significant travel is required. The remainder of the savings are due to efforts to curtail professional services as well as savings in salaries and benefits attributable to management's caution and prudence in restaffing vacancies as the Centre prepares to renew its programming for the new strategic period (2010–2015).

Administrative services expenses

Administrative services provide a variety of policy, executive, administrative, and service functions that support the Centre's overall operations and corporate responsibilities. These expenses declined by 4.9% to $23.8 million from $25.0 million in 2008–2009 and are $1.6 million under budget. The variance is mainly due to the capitalization of salaries of staff involved in information technology projects causing expenses to be reduced without a corresponding budget decrease; reduced spending on professional services; and reduced salaries and benefits attributable to staff vacancies.

As shown in Figure 7, administrative costs have grown at a much lower rate than total expenses since 2005–2006. In fact, the share of administrative costs relative to total expenses declined from over 16% in 2005–2006 to a projected 10.2% in 2010–2011. The Centre continues to strive to balance program expenditures and administrative costs.

FIGURE 7: ADMINISTRATIVE COSTS COMPARED TO TOTAL EXPENSES



Expenses outlook

Expenses will reach an all-time high of $253.3 million during 2010–2011.

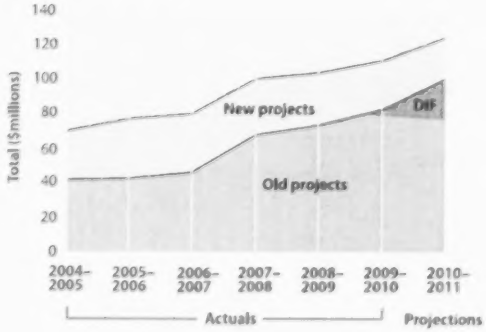
Administrative services budgets will increase by 2.2% to $25.9 million compared to the budgeted $25.4 million in 2009–2010. Management has capped all expenses, except for salaries and rent, at their 2009–2010 budget level.

Development research program and development research support expenses will increase by 21.5% to $227.3 million in 2010–2011 compared to actual expenses of $187.1 million in 2009–2010. The increase reflects planned expenses on the DIF as well as large donor-funded programs such as the Think Tank Initiative expansion into Latin America and South Asia, and the ramping up of the Canadian International Food Security Research Fund.

It is noteworthy that expenses for outstanding commitments ("old" projects in Figure 8) funded by Parliamentary appropriations in 2010–2011 will reach an all-time high of about $96.5 million (see Figure 8). This amount represents nearly 80% of the funding available for development research programs in 2010–2011. The expenditure growth from previous years is still reflected in ongoing projects, but the levelling of the regular Parliamentary appropriation (excluding the DIF) leaves proportionately fewer resources to fund new projects. The funding available for new projects will drop from about $28 million in 2009–2010 to just under $26 million in 2010–2011 (see Figure 8). Management expects funding available for new projects to increase to about $28 million after 2010–2011, which will allow new project allocations to be maintained or slightly increased. This will be made possible by the continuing decrease in expenditures on old projects (see Figure 8).

The DIF will reach maturity and "programming speed" by the end of next year. We expect DIF-related expenditures to grow very rapidly over the next 24 months. That trend will have a favourable impact on the relative share of administrative services costs (Figure 7).

FIGURE 8: PARLIAMENTARY APPROPRIATION-FUNDED PROGRAM EXPENSES



Other key financial indicators

TABLE 5: OUTSTANDING COMMITMENTS ON DEVELOPMENT RESEARCH PROGRAMS

($000)	2009–2010 Actual	2008–2009 Actual	% change actual[a]
Total outstanding commitments	**444 415**	**212 930**	**108.7%**
Funded by Parliamentary appropriations — DIF[b]	217 975	—	—
Funded by Parliamentary appropriations	155 725	159 577	-2.4%
Funded by donor partnerships	70 715	53 353	32.5%

[a] % change actual in 2009-2010 over 2008-2009.
[b] This segregation is made solely by management to facilitate the interpretation of the figures below.

As at 31 March 2010, the Centre is committed to payments of up to $444.4 million on research projects and activities over the next five years. This commitment is subject first to funds being provided by Parliament ($373.7 million) and by donor partners ($70.7 million) and, second, with few exceptions, to recipients' compliance with the terms and conditions of their grant agreements. The significant increase in outstanding commitments funded by Parliamentary appropriations is due to the approval of the DIF in 2009–2010. The DIF-related outstanding commitment is valued at $218.0 million.

Excluding this amount, the outstanding commitments funded by Parliamentary appropriations remains relatively stable compared with the 2008–2009 level with a 2.4% decrease to $155.7 million, while outstanding commitments funded by donor partnerships increased by 32.5% to $70.7 million.

Of the total $373.7 million in outstanding commitments funded by Parliamentary appropriations, $38.0 million is linked to projects co-financed by donor partnership agreements, which are included in the $155.7 million in Table 5.

TABLE 6: PROGRAM ALLOCATIONS

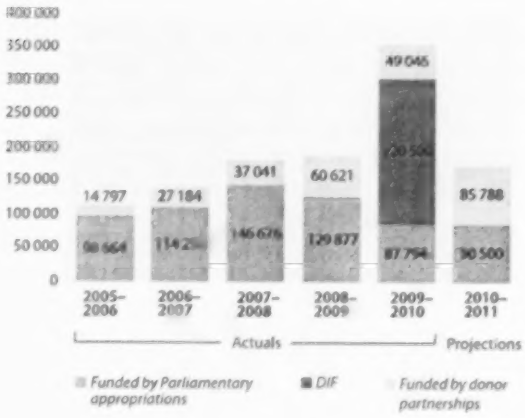
($000)	2010–2011 Budget	Revised budget	2009–2010 Actual	Variance	2008–2009 Actual	% change actual[a]
Total program allocations	**176 288**	**373 614**	**357 340**	**(16 274)**	**190 498**	**87.6%**
Development research programs						
Funded by Parliamentary appropriations						
Recurring funding	90 000	310 514	305 862	(4 652)	126 108	142.5%
Special projects and programs funding	500	3 000	2 432	(568)	3 769	-35.5%
Funded by donor partnerships	85 788	60 100	49 046	(11 054)	60 621	-19.1%

[a] % change actual in 2009–2010 over 2008–2009.

Program allocations funded by Parliamentary appropriations

Program allocations represent the funds approved for new research projects that will last up to five years. Disbursement is progressive over project duration. The program allocations funded by Parliamentary appropriations increased to $308.3 million in 2009–2010 ($305.9 million + $2.4 million), of which $29.4 million was linked to projects and programs co-financed with donors. The significant increase in 2009–2010 is due to the one-time DIF allocation of $220.5 million. Excluding the DIF, regular program allocations declined by 32.3% to $85.4 million, $4.6 million lower than budgeted, which was a deliberate management decision aimed at preserving programming flexibility in 2010–2011 given the uncertainty of the level of the Parliamentary appropriation.

FIGURE 9: PROGRAM ALLOCATIONS ($000) (ACTUAL AND PROJECTED) 2005–2006 TO 2010–2011



Program allocations funded by donor partnerships

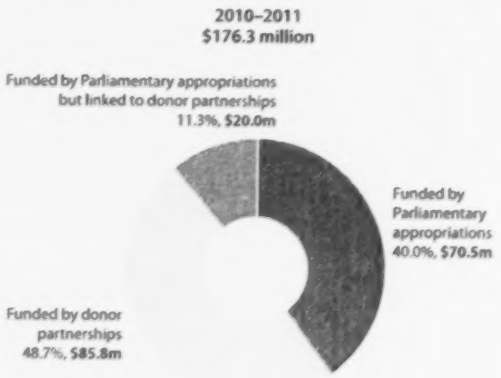
The 2009–2010 budget for program allocations funded by donor partnerships was comparable to the actual allocations in 2008–2009. These allocations declined 19.1% to $49.0 million in 2009–2010 compared to $60.6 million in 2008–2009 and $11.1 million below budget. The lower allocations are mainly explained by a delayed rollout of Think Tank Initiative activities in Latin America and South Asia.

Most of the $357.3 million program allocations made in 2009–2010 (96.6%) were committed during the 2009–2010 fiscal year. Expenses started for projects committed in 2009–2010 and will continue over their individual lifespan. Taking into account the uncertainty in the Centre's Parliamentary appropriation, management has determined that the 2010–2011 program allocations funded by Parliamentary appropriations will be $90.5 million. Excluding the one-time DIF allocation, this amount is about $2.7 million higher than regular allocations in 2009–2010 (see Figure 9). When co-funding pledges to projects are considered, the amount of funds remaining for programming not linked to donor partnerships stands at $70.5 million or 40% of total program allocations of $176.3 million (see Figure 10).

Except for the one-time peak caused by the DIF in 2009–2010, allocations funded by Parliamentary appropriations remain below their 2005–2006 level. The reasons for this situation are many. The primary reasons are changed expenditure patterns and increasing expenditures. Starting in 2005, project expenditure patterns changed to reflect an increase in project duration, gains in the purchasing power of the Canadian dollar, growth in the number of new projects, and other factors that contributed to decreasing the relative value of expenditures on older projects, thus leaving more funding available for new projects. At the same time, the Centre's Parliamentary appropriation increased, making even more money available which can only be disbursed through increased new project allocations. This is why project allocations were increased rapidly. Because project durations span up to five years, allocations also impact

expenditures in future years — years two and three of the project typically represent the highest expenditure years. Thus, the project allocation wave created a lagging expenditure wave that takes an increasing proportion of what became a levelled-off project expense budget in 2009–2010. Thus with fewer dollars left for new projects, the project allocation budget must be reduced. Once the expenditure wave is passed, assuming the project expense budget remains constant, allocations can increase again until they reach the steady level of being equal to the constant expense budget.

FIGURE 10: EXPECTED FUNDING SOURCE OF PROGRAM ALLOCATIONS



Balance sheet discussion

TABLE 7: ASSETS

($000)	2009–2010 Actual	2008–2009 Actual	% change actual*
Total assets	**92 818**	**89 319**	**3.9%**
Cash	23 238	39 076	-40.5%
Investments	45 952	21 407	114.7%
Accounts receivable and prepaid expenses	11 277	16 071	-29.8%
Property and equipment	12 351	12 765	-3.2%

* % change actual in 2009–2010 over 2008–2009.

The levels of **cash** as well as **investments** result from the Centre receiving funds in advance of actual spending. These funds are invested in short-term money market instruments. Due to the nature of its activities, the Centre always has cash and investments consisting of surplus liquidities invested for more than 90 days (see Note 2d in the Notes to the Financial Statements, page 70). At 31 March 2010, the total cash and investments were $69.2 million compared to $60.5 million at 31 March 2009.

TABLE 8: CASH AND INVESTMENTS

($000)	2009–2010 Actual	2008–2009 Actual	% change actual*
Total	**69 190**	**60 483**	**14.4%**
Cash	23 238	39 076	-40.5%
Investments	45 952	21 407	114.7%
Included in total:			
Cash on hand from donor partnership	36 448	31 720	14.9%

* % change actual in 2009–2010 over 2008–2009.

However, investments were higher reflecting the improvement of the Treasury investment market since 31 March 2009, while cash declined from the previous year. The Centre's investment policy aims at maximizing returns on liquidities within the parameters set by the Board of Governors. Owing to the instability of financial markets, it was often more rewarding to keep money in the bank than in bonds or Treasury Bills. As a result, management achieved higher yields (see page 48) but failed to maintain the maturity profile of the investment portfolio, particularly the 0–30 day maturity threshold on a few occasions during the year. The high bank balance throughout the year (higher than the closing balance of $23.2 million), and its interest yield, more than justified this approach because it provided the necessary liquidity to cover the Centre's obligations.

The cash on hand from donor partnerships is not subject to any restrictions, other than ultimately being used for the purposes intended. In practice, much of the cash and investments relate to accrued liabilities. Thus, these liquidities are spoken for and can not be used to enhance programming.

The increase of $4.7 million in donor partnership liquidities is attributable to more funds being received in advance of disbursements for donor-funded research projects and programs.

Accounts receivable and prepaid expenses totalled $11.3 million, including $0.2 million in Parliamentary appropriations receivable and $7.4 million in donor partnerships receivable. This year's total represents a decrease of $4.8 million over the 31 March 2009 balance, mainly attributable to lower Parliamentary appropriation receivables at year-end.

Property and equipment are composed of assets with an initial cost of $5 000 or more. As at 31 March 2010, they totalled $12.4 million, down $0.4 million from last year. Those assets are made up of leasehold improvements, software, IT hardware, regional office vehicles, and miscellaneous equipment (see Note 6 of the Notes to the Financial Statements, page 74).

TABLE 9: LIABILITIES

($000)	2009–2010 Actual	2008–2009 Actual	% change actual[a]
Total liabilities	**75 989**	**75 856**	**0.2%**
Accounts payable and accrued liabilities	14 202	15 927	-10.8%
Deferred revenue	55 635	53 775	3.5%
Employee future benefits	6 152	6 154	0.0%

[a] % change actual in 2009–2010 over 2008–2009.

Accounts payable and accrued liabilities are part of the Centre's regular operations and represent such things as payments to suppliers, grants payable to recipients, and salaries and annual leave benefits owed to employees. At the end of March 2010, the accounts payable and accrued liabilities totalled $14.2 million, down 10.8% or $1.7 million from 31 March 2009. The decrease is mostly in the value of the project grant payments, which were due but not yet paid at year-end.

Deferred revenue includes the unspent portion of funds received or receivable for donor partnership activities ($36.4 million, see Table 8), the portion of the Parliamentary appropriations used for the purchase of property and equipment, and the unspent portion of the Parliamentary appropriations received for specific projects and programs (see Note 7 in the Notes to the Financial Statements, page 74). The year-end closing balance was $55.6 million, up only $1.8 million from 31 March 2009.

Employee future benefits include a provision for employee severance (see Note 2f in the Notes to the Financial Statements, page 71). At $6.2 million, long-term employee future benefits remain very close to the 2008–2009 level (see Note 8 in the Notes to the Financial Statements).

TABLE 10: EQUITY

($000)	2010–2011 Budget	Revised budget	2009–2010 Actual	Variance	2008–2009 Actual	% change actual[a]
Total equity	**17 157**	**6 735**	**16 829**	**10 124**	**13 463**	**25.0%**
Retained earnings	17 157	6 735	16 859	10 124	13 345	26.3%
Accumulated other comprehensive income	—	—	(30)	—	118	—

[a] % change actual in 2009–2010 over 2008–2009.

The Centre's equity is segregated between unrestricted, restricted, reserved, and accumulated other comprehensive income. Management had planned to release total retained earnings during 2009–2010, which actually increased to $16.9 million compared to $13.3 million at 31 March 2009. The $10.1 million difference with the revised budget is explained by:

- the impact of the DIF, which had not been taken into account (delays caused $5.2 million to be retained in restricted equity);
- significant operating savings resulting from management-led restraint in travel, professional services, and restaffing of vacancies ($4.8 million); and
- the remainder of the variance ($0.1 million) relates to additional project expenses that are cancelled out by additional revenue.

TABLE 11: RETAINED EARNINGS

	2010–2011		2009–2010		2008–2009	
($000)	Budget	Revised budget	Actual	Variance	Actual	% change actual[a]
Total retained earnings	**17 157**	**6 735**	**16 859**	**10 124**	**13 345**	**26.3%**
Unrestricted	6 712	126	4 038	3 912	5 892	-31.5%
Restricted	3 649	—	5 225	5 225	700	646.4%
Reserved	6 796	6 609	7 596	987	6 753	12.5%

[a] % change actual in 2009–2010 over 2008–2009.

The unrestricted retained earnings represent the balance not set aside to cover either the financial planning reserve or the restricted retained earnings.

This year, Centre management has restricted a portion of the retained earnings ($5.2 million) which represents the unspent portion of the funds management intends to use for the Development Innovation Fund as at 31 March 2010. The restricted equity was used to manage the developing gap between revenue and expenditures related to the DIF-Health in accordance with the Board-approved equity policy.

The Centre has established a financial planning reserve in the amount of $7.6 million (4% of its 2010–2011 Parliamentary appropriation) to protect its financial position. Having a reserve is important for a number of reasons: the funding modality and contractual arrangements with project recipients are evolving; the timing of program spending is not entirely controlled by the Centre because it depends to a large extent on the performance of recipients; and, small variances in project expenditure patterns have a significant impact on total expenditures. The Board of Governors has approved a policy requiring a financial planning reserve of 4% to 7% of the recognized appropriation.

Further to a choice made pursuant to Canadian accounting standards (see Note 2 in the Notes to the Financial Statements, page 69), the financial instruments classified as available for sale are measured at fair value with unrealized gains and losses recognized in accumulated other comprehensive income. This year's comprehensive income reflects an unrealized loss of $0.03 million. (Refer to the Notes to the Financial Statements for more details.)

Balance sheet outlook

The Centre's investment policy aims at maximizing returns on investment and therefore the 2010–2011 year-end cash balance may decrease should interest rates increase during the year.

Equity levels are projected at $17.2 million at the end of 2010–2011, which includes $3.6 million of restricted equity related to the DIF and unrestricted equity of $6.3 million. The projected year-end unrestricted equity may actually be used during the year should government announcements on the International Assistance Envelope increase appropriations as assumed in the 2010–2011 budget (see Revenue Outlook discussion on page 48).

Future accounting changes

In accordance with the requirements of the Canadian Accounting Standards Boards, the Centre will adopt International Financial Reporting Standards (IFRS) as of 1 April 2011 with comparatives for the prior year (see Note 2j in the Notes to the Financial Statements, page 72).

The Centre has chosen to approach the conversion in five phases: diagnostic assessment; design and planning; solutions development; implementation; and post-implementation review. During the year, the design and planning phase was completed and the solutions development phase was substantially completed. The transition to IFRS is progressing according to plan and the Centre will begin implementation in early 2010–2011, including the preparation of the IFRS opening balance sheet. A formal project governance structure has been established to provide advice and oversight during the various phases of the project. Management is confident it will meet the required deadlines for IFRS transition and financial reporting.

Five year historical review

($000)	Budget 2010–2011	2009–2010	2008–2009[a]	Actual 2007–2008[a]	2006–2007[a]	2005–2006[a,b]
Income statement						
Revenues						
Parliamentary appropriations	189 888	174 041	168 828	149 742	144 760	131 955
Donor partnerships						
Funding for development research programs	57 034	35 109	29 675	26 091	18 618	16 010
Recovery of administrative costs	5 703	3 842	2 969	2 729	1 908	1 572
Investment income	480	288	1 096	2 377	2 210	1 406
Other income	451	1 181	1 196	1 154	2 569	1 837
Expenses						
Development research programs						
Funded by Parliamentary appropriations	123 795	109 970	109 373	100 167	82 677	79 229
Funded by donor partnerships	57 034	35 109	29 675	26 091	18 618	16 010
Development research support	46 510	42 057	41 334	39 328	36 167	34 458
Administrative services	25 919	23 811	25 047	24 284	23 154	21 182
Net results from continuing operations	298	3 514	(1 665)	(7 777)	9 449	1 901
Net results from discontinued operations	—	—	—	—	(155)	(1 802)
Program allocations						
Development research programs						
Funded by Parliamentary appropriations	90 000	305 862	126 108	145 033	112 832	97 249
Funded by Parliamentary appropriations – specific programs and projects	500	2 432	3 769	1 643	1 426	1 415
Funded by donor partnerships	85 788	49 046	60 621	37 041	27 184	14 797

($000)	Budget 2010–2011	2009–2010	2008–2009[a]	Actual 2007–2008[a]	2006–2007[a]	2005–2006[a]
Balance sheet						
Assets						
Cash and cash equivalents		23 238	39 076	22 450	21 941	33 839
Investments		45 952	21 407	38 891	32 102	10 338
Accounts receivable and prepaid expenses		11 277	16 071	10 382	11 600	5 471
Property and equipment		12 351	12 765	12 084	6 119	5 375
Liabilities						
Accounts payable and accrued liabilities		14 202	15 927	18 012	15 815	12 799
Deferred revenue – current		36 281	35 956	30 765	21 165	16 286
Deferred revenue – long term		19 354	17 819	14 154	6 269	5 375
Employee future benefits		6 152	6 154	5 858	5 723	7 067
Equity						
Retained earnings	17 157	16 859	13 345	15 010	22 790	13 496
Accumulated other comprehensive income	—	(30)	118	8	—	—
Outstanding commitments						
Funded by Parliamentary appropriations	342 410	373 700	159 577	162 579	110 030	93 619
Funded by donor partnerships	121 292	70 715	53 353	30 182	20 690	17 288

a) Certain accounts were reclassified to conform to the financial presentation for this year.

b) The actual figures for 2005–2006 are consolidated with the assets, liabilities, and results of E-link Americas.

Financial statements

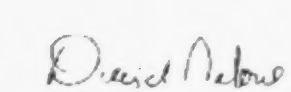
Management Responsibility for Financial Statements

The financial statements presented in this annual report are the responsibility of management and have been approved by the Board of Governors. The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles and, where appropriate, include amounts that have been estimated according to management's best judgment. Financial information presented elsewhere in the annual report is consistent with the information presented in the financial statements.

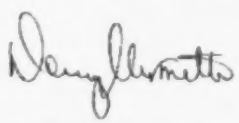
Management maintains books of accounts, information systems, and financial and management controls which are designed to provide reasonable assurance as to the reliability of financial information and that the Centre's assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives and that operations are carried out in accordance with the *International Development Research Centre Act* and by-laws of the Centre.

The Centre's Internal Auditor has the responsibility for assessing the Centre's systems procedures and practices. The Auditor General of Canada conducts an independent audit of the annual financial statements in accordance with Canadian generally accepted auditing standards. Her audit includes appropriate tests and procedures to enable her to express an opinion on the financial statements. The external auditors have full access to the Finance and Audit Committee of the Board.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board benefits from the assistance of its Finance and Audit Committee in overseeing and discharging its financial management responsibility, which includes the review and approval of the financial statements. The Committee, which is made up of governors, meets with management, the internal auditors and the external auditors on a regular basis.



David M. Malone
President



Denys Vermette
Vice-President, Resources and CFO

Ottawa, Canada
June 4, 2010

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the International Development Research Centre
and the Minister of Foreign Affairs

I have audited the balance sheet of the International Development Research Centre as at 31 March 201U and the statements of operations, changes in equity, comprehensive income and cash flows for the year then ended. These financial statements are the responsibility of the Centre's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Centre as at 31 March 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Centre that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with the applicable provisions of Part X of the *Financial Administration Act* and regulations, the *International Development Research Centre Act* and the by-laws of the Centre.

Clyde M. MacLellan, CA
Assistant Auditor General
for the Auditor General of Canada

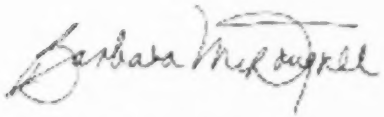
Ottawa, Canada
4 June 2010

Balance Sheet

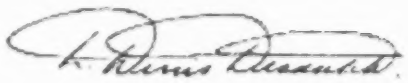
as at 31 March 2010
(in thousands of dollars)

	2010	2009
Assets		
Current		
Cash	23 238	39 076
Investments (Note 4)	45 952	21 407
Accounts receivable (Note 5)	9 594	14 365
Prepaid expenses	1 683	1 706
	80 467	76 554
Property and equipment (Note 6)	12 351	12 765
	92 818	**89 319**
Liabilities		
Current		
Accounts payable and accrued liabilities	14 202	15 927
Deferred revenue (Note 7)	36 281	35 956
	50 483	51 883
Deferred revenue (Note 7)	19 354	17 819
Employee future benefits (Note 8)	6 152	6 154
	75 989	75 856
Equity		
Retained earnings	16 859	13 345
Accumulated other comprehensive (loss) income	(30)	118
	16 829	13 463
	92 818	**89 319**
Commitments (Note 12)		
Contingencies (Note 13)		

The accompanying notes and schedule form an integral part of these financial statements.



The Honourable Barbara McDougall
Chairman
Board of Governors



Denis Desautels
Chairman
Finance and Audit Committee

Statement of Operations

for the year ended 31 March 2010
(in thousands of dollars)

	2010	2009
Revenues		
Donor partnerships (Note 9)		
Funding for development research programs	35 109	29 675
Recovery of administrative costs	3 842	2 969
Investment income	288	1 096
Other income	1 181	1 196
	40 420	34 936
Expenses		
Development research programs		
Funded by Parliamentary appropriations	109 970	109 373
Funded by donor partnerships	35 109	29 675
	145 079	139 048
Development research support		
Technical support	23 426	22 851
Program complements	9 910	11 701
Program management	8 721	6 782
	42 057	41 334
Administrative services		
Administration	18 362	18 497
Regional office management	5 449	6 550
	23 811	25 047
Total Expenses (Schedule I)	**210 947**	**205 429**
Cost of operations before Parliamentary appropriations	(170 527)	(170 493)
Parliamentary appropriations (Note 10)	174 041	168 828
Net results of operations	**3 514**	**(1 665)**

The accompanying notes and schedule form an integral part of these financial statements.

Statement of Changes in Equity

For the year ended 31 March 2010
(in thousands of dollars)

	2010	2009
Retained earnings		
Unrestricted		
Beginning of year	5 892	7 950
Net results of operations	3 514	(1 665)
Transfers (to) from reserved and restricted	(5 368)	(393)
Balance end of year	4 038	5 892
Reserved		
Beginning of year	6 753	5 990
Financial planning reserve increase	843	763
Balance end of year	7 596	6 753
Restricted		
Beginning of year	700	1 070
Program and property and equipment expenditures incurred	(2 475)	(1 070)
Provision for program and property and equipment expenditures	7 000	700
Balance end of year (Note 11)	5 225	700
Total retained earnings end of year	**16 859**	**13 345**
Accumulated other comprehensive (loss) income		
Beginning of year	118	8
Other comprehensive (loss) income	(148)	110
Balance end of year	(30)	118
Total equity end of year	**16 829**	**13 463**

The accompanying notes and schedule form an integral part of these financial statements.

Statement of Comprehensive Income

For the year ended 31 March 2010
(in thousands of dollars)

	2010	2009
Net results of operations	3 514	(1 665)
Other comprehensive (loss) income		
Net unrealized (losses) gains from available for sale financial instruments	(148)	110
Total comprehensive income (loss)	**3 366**	**(1 555)**

The accompanying notes and schedule form an integral part of these financial statements.

Statement of Cash Flows

For the year ended 31 March 2010
(in thousands of dollars)

	2010	2009
Operating activities		
Net results of operations	3 514	(1 665)
Items not affecting cash		
Amortization of property and equipment	2 214	2 426
Amortization of deferred revenue — property and equipment	(2 214)	(2 426)
Amortization of bond premium	756	121
Loss on disposal of property and equipment	56	16
Employee future benefits	(2)	278
Deferred revenue — long-term (Note 7)	1 821	2 834
	2 631	3 249
Change in non-cash operating items:		
Accounts receivable	4 771	(5 634)
Prepaid expenses	23	(55)
Accounts payable and accrued liabilities	(1 725)	(2 067)
Deferred revenue — current (Note 7)	453	5 341
	3 522	(2 415)
Cash flows from (used in) operating activities	**9 667**	**(831)**
Financing activities		
Parliamentary appropriation used for property and equipment	1 800	3 107
Cash flows from financing activities	**1 800**	**3 107**
Investing activities		
Purchase of investments	(47 409)	(210 762)
Maturity of investments	21 960	228 235
Acquisition of property and equipment	(1 863)	(3 112)
Proceeds from (costs toward) the disposition of property and equipment	7	(11)
Cash flows (used in) from investing activities	**(27 305)**	**14 350**
(Decrease) increase in cash	**(15 838)**	**16 626**
Cash, beginning of the year	**39 076**	**22 450**
Cash, end of the year	**23 238**	**39 076**

The accompanying notes and schedule form an integral part of these financial statements.

Notes to the Financial Statements

for the year ended 31 March 2010
(in thousands of dollars unless otherwise stated)

1. Authority and objective

The International Development Research Centre (the Centre), a corporation without share capital, was established in 1970 by the Parliament of Canada through the *International Development Research Centre Act*. The Centre is funded primarily through an annual appropriation received from the Parliament of Canada. In accordance with section 85(1) of the *Financial Administration Act*, the Centre is exempt from Divisions I to IV of Part X of the Act, except for sections 131 to 148 of Division III. The Centre is a registered charity and is exempt under section 149 of the *Income Tax Act* from the payment of income tax.

The objective of the Centre is to initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions.

2. Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles (GAAP). The significant accounting policies of the Centre are:

a. Revenue recognition

i) Parliamentary appropriations

Parliamentary appropriations, other than the portions used for the purchase of property and equipment and for specific projects and programs, are recorded as revenue in the year for which they are appropriated. The portion of the Parliamentary appropriation used for the purchase of property and equipment is recorded as deferred revenue and amortized into income on the same basis and over the same period as the related assets. Upon disposition of depreciable property and equipment, all remaining deferred funding related to the specific asset is recognized into income. Parliamentary appropriations received for specific projects and programs are also deferred and recognized when the related expenses are incurred.

ii) Donor partnerships

The Centre enters into partnership agreements for research conducted or managed on behalf of other organizations. Funds received or receivable under donor partnership agreements are recorded as deferred revenues. These deferred revenues are recognized as revenues in the year in which the related expenses are incurred.

iii) Investment and other income

Investment income is recorded on an accrual basis and includes realized gains and losses on disposal of investments. All other income is recorded on the accrual basis of accounting.

b. Grant payments

All contractual grant payments are subject to the provision of funds by Parliament or by donor partners. They are recorded as an expense in the year they come due under the terms and conditions of the agreements. Refunds on previously disbursed grant payments are credited against the current year expenses when the project is active or to other income when the project is closed.

c. Property and equipment and amortization

Property and equipment are recorded at cost and amortized over their estimated useful lives on a straight-line basis. The estimated useful life of each asset class is as follows:

Computer equipment	3 years
Software	3 to 10 years
Office furniture and equipment	5 years
Vehicles	3 to 7 years
Communication systems	5 years
Leasehold improvements	Remaining term of lease

d. Financial instruments

The Centre's financial instruments consist of cash, cash equivalents, investments, accounts receivable, accounts payable, and accrued liabilities that are incurred in the normal course of business. Financial instruments are initially recognized at the transaction price, which is the fair value of the consideration given and, subsequent to initial recognition, measured based on their classification. The following classification decisions were made as of 1 April 2007:

i) Financial instrument	Classification	Measurement
Cash	Held for trading	Fair value
Cash equivalents and investments	Available for sale	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost

ii) Cash and cash equivalents

Cash and cash equivalents include balances with banks and short-term money market instruments with maturities of 90 days or less at the time of acquisition. No cash equivalents were held at 2010 or 2009 year-ends.

iii) Investments

Investments are comprised of high quality money market instruments with a maturity between 91 days and one year at the time of acquisition. Investments may be sold in response to changes in the Centre's liquidity requirements, to changes in the credit rating of the instruments, or to an imbalance in the asset mix relative to benchmarks stipulated in the Centre's investment policy. These investments are initially recognized at the transaction price, which is the fair value of the consideration given. Gains and losses arising from changes in fair value, except for impairment losses, are recognized in other comprehensive income (OCI) until the financial asset is sold or otherwise derecognized. Upon derecognition, the cumulative gain or loss previously recognized in OCI is transferred to other income. Purchases and sales of investments are recorded on the settlement date. Where applicable, transaction costs related to the acquisition of investments are expensed.

iv) Embedded derivatives

Embedded derivatives are required to be separated and measured at fair value if certain conditions are met. The Centre selected 1 April 2003 as the transition date for embedded derivatives, as only contracts or financial instruments entered into or modified after the transition date were examined for embedded derivatives. Management has reviewed contracts and determined that the Centre does not have embedded derivatives that require separate accounting treatment.

e. Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rate in effect at the balance sheet date. Non-monetary items are translated at rates in effect when the assets were acquired or obligations incurred. Revenue and expense items are translated at a weekly rate of exchange. Exchange gains and losses are included in other income.

f. Employee future benefits

i) Pension benefits — head office

All eligible head office-hired employees participate in the Public Service Pension Plan administered by the Government of Canada. The Centre's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions and may change over time depending on the experience of the Plan. The Centre's contributions are expensed during the year in which the employee's services are rendered and represent the total pension obligation of the Centre. The Centre is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Pension Plan.

ii) Pension benefits — regional offices

The Centre offers a number of defined contribution plans that provide pension and other benefits to eligible employees. The Centre's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions to the plans. The Centre's contributions are expensed during the year in which the employee's services are rendered and represent the total obligation of the Centre.

iii) Other benefit plans

Severance benefits

Employees are entitled to severance benefits, as provided for under their conditions of employment. Management determines the accrued obligation for severance benefits using a method based on assumptions and its best estimates. This method reflects that, generally, employees with more than five years of service are entitled to a severance benefit calculated on the basis of one week of salary per year of service. The cost of these benefits is accrued as employees render the services necessary to earn them.

g. Retained earnings

The Centre's retained earnings consist of the accumulation of revenues over expenditures from operations and include unrestricted and restricted amounts for special program and operational projects, and reserved amounts.

Variances in regular program spending can have a significant impact on net results of operations and therefore the retained earnings balance. One of the objectives of the Centre's equity policy is to ensure that a sufficient balance is available to absorb these program expenditure variances. Management earmarks a minimum of 4% and a maximum of 7% of the Parliamentary appropriation as a financial planning reserve. The value of the reserve is established each year during the budgeting process.

h. Non-monetary transactions

On occasion, the Centre carries out non-monetary exchanges, which are exchanges of non-monetary assets, goods, or services for other non-monetary assets, goods, or services with little or no monetary consideration involved. Non-monetary transactions are recorded at the fair value of the assets, goods, or services given up, unless the fair value of the assets, goods, or services received is more reliable.

i. Use of estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements, as well as the reported amounts of income and expenses during the period. Employee severance benefits, estimated useful lives of property and equipment, the fair value of financial instruments, and contingent liabilities are the most significant items for which estimates are used. Actual results could differ significantly from those estimated.

j. Future accounting changes

In December 2009, the Public Sector Accounting board (PSAB) issued an amendment to the introduction to the Public Sector Accounting Standards of the PSA Handbook. The amendment eliminated the Government Business Type Organizations (GBTO) classification and entities currently classified as a GBTO were required to reassess their classification.

Under the revised introduction the Centre is classified as an Other Government Organization (OGO). As an OGO, the Centre has determined that the most appropriate basis of accounting to meet the needs of the users of its financial statements are the International Financial Reporting Standards (IFRS).

Effective 1 January 2011, the Canadian Institute of Chartered Accountants (CICA) will adopt International Financial Reporting Standards as Canadian GAAP for publicly accountable enterprises. The Centre will adopt IFRS for its fiscal year beginning 1 April 2011. The assessment of the impact of the new accounting standards relevant to the Centre is complete. The Centre is now modifying processes and procedures to accommodate the changes. The preparation of an IFRS opening balance sheet as at 1 April 2010 is required, as well as 2010–2011 comparatives. At fiscal year end, the

Centre is on track with the IFRS conversion plan. There will be adjustments to the opening equity upon implementation of these standards; however, due to the nature of the expected adjustments, the impact cannot be currently quantified. The Centre does not expect the adoption of these standards to have a material impact on its financial statements.

The International Accounting Standards Board (IASB) has a number of projects underway, some of which will impact the standards relevant to the Centre. The Centre is closely monitoring the progress of these projects. Revisions made to the standards could potentially have an impact on the financial statements and may cause the revisiting of conclusions.

3. Adoption of new accounting standards

In June 2009, the Accounting Standards Board issued amendments to the CICA Handbook Section 3862 — Financial Instruments Disclosures to enhance disclosures for fair value measurements and liquidity risk of financial instruments. The standard requires the disclosure of a three-level hierarchy for fair value measurements based on the transparency of inputs used to measure the fair values. The new requirements were effective for the Centre's 2010 financial statements and adoption did not have an impact on the financial position, cash flows, or earnings of the Centre.

4. Investments

	2010	2009
Canadian chartered banks	4 976	11 123
Federal, provincial, or municipal governments	37 476	10 284
Corporations	3 500	—
	45 952	21 407

The Centre invests in bonds that are rated A or better by the Dominion Bond Rating Service and money market instruments such as commercial paper, bankers' acceptances, and bearer deposit notes that are rated R-1 (low) or better by the Dominion Bond Rating Service. The average yield as at 31 March 2010 is 0.57% (2009: 2.16%) and the average term to maturity of the Centre's year-end portfolio at the time of purchase is 284 days (2009: 236 days).

5. Accounts receivable

Accounts receivable are incurred in the normal course of business and are due on demand. Of the total from donor partnerships, 85% is due from the Canadian International Development Agency (CIDA) and is not considered by management to present a significant credit risk (2009: 50% was due from the Bill & Melinda Gates Foundation).

	2010	2009
Donor partnerships	7 375	5 828
Parliamentary appropriation	205	6 497
Other	2 014	2 040
	9 594	14 365

6. Property and equipment

	2010			2009
	Cost	Accumulated amortization	Net book value	Net book value
Leasehold improvements	11 201	2 609	8 592	9 261
Software	9 413	7 394	2 019	1 271
Computer equipment	3 730	3 078	652	651
Office furniture and equipment	2 144	1 773	371	549
Vehicles	1 008	814	194	244
Communication systems	1 213	690	523	789
	28 709	16 358	12 351	12 765

Amortization expense for the year is $2 214 (2009: $2 426).

7. Deferred revenue

Deferred revenue includes the unspent portion of funds received or receivable on donor partnership activities, the unamortized portion of the Parliamentary appropriation used for the purchase of property and equipment, and the unspent portion of the Parliamentary appropriations received for specific projects and programs (see Note 10).

Details of these balances are as follows:

a. Donor partnership funding for development research programs

	2010	2009
Current	32 059	31 341
Long-term	8 651	4 764
	40 710	36 105

Of the total deferred donor partnership funding, CIDA accounts for $8 072 (2009: $2 327) of which $6 321 (2009: $1 037) is receivable at year-end.

b. Parliamentary appropriations — property and equipment

	2010	2009
Balance at beginning of year	12 765	12 084
Parliamentary appropriation for property and equipment	1 800	3 107
Amortization	(2 214)	(2 426)
Balance at end of year	12 351	12 765
Current	1 977	2 105
Long-term	10 374	10 660
	12 351	12 765

c. Parliamentary appropriations — projects and programs

	2010	2009
Current	2 245	2 510
Long-term	329	2 395
	2 574	4 905

d. Total deferred revenues (sum of all of the above)

	2010	2009
Current	36 281	35 956
Long-term	19 354	17 819
	55 635	53 775

8. Employee future benefits

a. Pension benefits — head office

The Centre and all eligible head office-hired employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Centre's and employees' contributions to the Public Service Pension Plan for the year were as follows :

	2010	2009
Centre contributions	4 050	3 971
Employee contributions	2 250	2 151

b. Pension benefits — regional offices

The Centre and eligible regional employees contribute to various defined contribution pension plans as specified in the Plan Agreements. The Centre's contributions to these plans for the year were $436 (2009: $426).

c. Severance benefits

The Centre provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

	2010	2009
Accrued benefit obligation, beginning of year	6 809	6 301
Cost for the year	659	1 072
Benefits paid during the year	(910)	(564)
Accrued benefit obligation, end of year	6 558	6 809
Current	406	655
Long-term	6 152	6 154
	6 558	6 809

The current portion is reported in the balance for accounts payable and accrued liabilities.

9. Donor partnerships

Donor partnership funding for development research programs relates specifically to research conducted or managed by the Centre on behalf of other organizations. This research is funded by the United Kingdom's Department for International Development (DFID), The Bill & Melinda Gates Foundation, CIDA, several other Government of Canada entities, and other donor agencies. A breakdown of the revenue and expense recognition for donor partnerships is provided below:

	2010	2009
DFID	12 298	11 849
The Bill & Melinda Gates Foundation	9 200	2 615
CIDA	6 596	7 309
Other Government of Canada entities	36	146
Other donor agencies	6 979	7 756
	35 109	29 675

The Centre recovers administrative costs from the management of donor partnership funding. The total recovery for this year is $3 842 (2009: $2 969) of which $622 (2009: $635) was from CIDA.

10. Parliamentary appropriations

	2010	2009
Approved Parliamentary appropriations	173 996	170 495
Portion deferred for projects and programs	(2 000)	(4 700)
	171 996	165 795
Deferral for property and equipment purchased in the current year (Note 7)	(1 800)	(3 107)
Amortization of deferred Parliamentary appropriation — projects and programs	1 631	3 714
	171 827	166 402
Amortization of deferred Parliamentary appropriation — property and equipment	2 214	2 426
Parliamentary appropriation recognized in the statement of operations	174 041	168 828

11. Retained earnings — restricted

	2010				2009
	Opening	Restricted during the year	Expended	Closing value	Closing value
Basic Content Services System Implementation	700	—	(700)	—	700
Development Innovation Fund (DIF)	—	7 000	(1 775)	5 225	—
	700	7 000	(2 475)	5 225	700

A portion of the 2009–2010 Parliamentary appropriation was internally restricted by management to finance the Development Innovation Fund (DIF). The DIF is a large initiative implemented by the Centre to support leading-edge scientific research that improves the lives of the poor in developing countries. The DIF is in its initial phase and is focused on global health research. Funding support is being provided to scientific institutions engaged in health research through a series of peer-reviewed grant competitions which result in research awards to successful applicants. Management has segregated the DIF in its accounts because of its significant size and the impact any delays or variance in implementation has on Centre results.

12. Commitments

a. Program-related

The Centre is committed to making payments up to $444.4 million (2009: $212.9 million) during the next five years subject to funds being provided by Parliament or donors and subject to compliance by recipients with the terms and conditions of grant agreements. Of this amount, $373.7 million (2009: $159.6 million) is expected to be covered by funding from future Parliamentary appropriations and the balance of $70.7 million (2009: $53.3 million) by funding from donor partnerships.

b. Operating leases

The Centre has entered into various contractual commitments for leases of office premises in Canada and abroad and for staff accommodation in various countries. The lease agreements expire at different dates up to 2022. Future payments related to these contractual commitments as at 31 March 2010 are as follows:

2010–2011	7 282
2011–2012	7 798
2012–2013	7 699
2013–2014	7 849
2014–2015	7 770
2015 to 2022	60 159
Total future payments	98 557

13. Contingencies

Various claims have been asserted or instituted against the Centre. Litigation is subject to many uncertainties and the outcome of individual matters is not predictable. Based on the advice of legal counsel, management is of the opinion that it is not possible at this time to determine the amount of the liability, if any, that may result from the future settlement of these claims.

14. Related party transactions

In addition to the related party transactions disclosed in Notes 5, 7, and 9 to these financial statements, the Centre is related in terms of common ownership to all Government of Canada-created departments, agencies, and Crown corporations. The Centre enters into transactions with these entities in the normal course of operations, under the same terms and conditions that apply to unrelated parties. The transactions are recorded at their exchange amounts which are determined to approximate fair value.

15. Fair value of financial instruments

Fair value represents the Centre's estimate of the amount of consideration that would be agreed upon to exchange a financial instrument in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act. Fair value of investments is determined using quoted prices in active markets for identical assets. Fair value is assumed to equal book value for accounts receivable and payable and accrued liabilities due to the short-term nature of these instruments. Fair value is also assumed to equal book value for cash.

Fair value hierarchy

The table below presents the fair value hierarchy for those items carried on the Centre's balance sheet at fair value. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable.

Level 1 — fair values are based on quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2 — fair values are determined using inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e., as prices) or indirectly (i.e., derived from prices)
Level 3 — fair values are determined using inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

All of the Centre's financial instruments, measured at fair value, are classified as Level 1.

16. Financial instrument risks

The principal risks that the Centre is exposed to as a result of holding financial instruments are credit risk, market risk, and liquidity risk. Risk management for investing activities is carried out by the Corporate Treasury function. Investments are held for liquidity purposes, or for longer terms. The Centre has various other financial instruments such as cash, accounts receivable, accounts payable, and accrued liabilities which arise directly from operations.

a. Credit risk

Credit risk is the risk that the counterparty to a financial instrument will default on its obligations to the Centre, thus resulting in financial losses. The Centre is exposed to credit risk since it has investments and extends credit to its customers and donor partners in the normal course of business. The maximum exposure is represented by cash, investments and accounts receivable amounts presented on the Centre's balance sheet. Credit risk associated with accounts receivable is considered by management to be minimal since most receivables are due from donor partners and Canadian government entities. The Centre's investment policy sets out guidelines that define the minimum acceptable counterparty credit rating pertaining to investments. The investments in financial institutions, corporations, and Canadian government entities must have minimum ratings from two external rating agencies that are equivalent to Dominion Bond Rating Service (DBRS) ratings of R-1 (low) for short-term investments and A for long-term investments. The investment policy is reviewed and approved as required by the Board of Governors, and procedures which establish credit limits for each counterparty are reviewed by management at least annually. These policies and procedures are designed to manage and limit the credit risk associated with these financial instruments.

i) Concentrations of credit risk

The Centre's primary exposure to credit risk is summarized as follows:

	DBRS rating	Amount
Canadian chartered banks	AA	5 000
Federal, provincial, and municipal governments	A	37 500
Corporations	R1-M	3 500

b. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk, and other price risk. The Centre is exposed to potential losses as a result of movements in interest and foreign exchange rates.

i) Currency risk

Currency risk is the potential adverse impact on the fair value or future cash flows of financial instruments resulting from foreign exchange rate movements. The Centre has exposure to currency risk in part from the operating costs of six regional offices throughout the world. To manage this risk, the Centre normally funds regional operations to meet short-term requirements only, minimizing currency balances and reducing significant exposure to foreign exchange rate movements.

The Centre has multi-year donor partnership agreements with non-Canadian donors which are denominated in currencies other than the Canadian dollar. When progress payments are received from donors, they are translated to Canadian dollars at the weekly exchange rate (see Note 2e). In turn, the Centre issues multi-year grant agreements which are denominated in Canadian dollars. The Centre manages its currency risk on these activities by setting aside a portion of the donor partnership agreement funding to absorb foreign exchange gains and losses until such time that the full impact of the currency risk is known. The magnitude of the foreign currency funding set aside is gauged against actual fluctuations on a quarterly basis, with additions being made when needed, which occurs rarely, and releases being made only toward the end of the agreement, when no longer needed. The Centre's currency risk is not considered material.

ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Centre is exposed to interest rate risk in that changes in market interest rates may cause fluctuations in the fair value of investments. To manage this risk, the Centre normally invests in short-term marketable securities that are not significantly affected by variations in interest rates.

c. Liquidity risk

Liquidity risk is the risk that the Centre will encounter difficulty in meeting its financial obligations as they fall due. Liquidity risk can arise from mismatched cash flows related to assets and liabilities. The treasury function within Corporate Accounting is responsible for the Centre's liquidity management. This risk is managed by monitoring forecasted and actual cash flows and matching the maturity profiles of financial assets and liabilities. The Centre also holds cash and investments in marketable securities which are readily convertible to cash, to ensure that sufficient liquidity can be made available to meet forecasted cash requirements. Given the timing of receipts and payments, the Centre's exposure to liquidity risk is considered by management to be minimal.

17. Capital management

The Centre defines its capital as the balance of retained earnings comprised of reserved, restricted, and unrestricted components. The Centre has a capital management process in place to ensure that it is appropriately capitalized and that the capital position is identified, measured, managed, and regularly reported to the Board of Governors.

The objectives, with respect to its capital management, are to minimize the accumulation of retained earnings while ensuring adequate capital exists to protect the financial position of the Centre.

Capital is managed through a Board-approved equity policy which reserves a portion of retained earnings as a financial planning reserve. The financial planning reserve is intended to cushion the impact of significant variances in development research program expenditures. Management will also restrict a portion of retained earnings to fund special program and operational initiatives planned for future fiscal years. The Centre is not subject to any externally imposed capital requirements.

18. Comparative figures

Certain comparative figures have been reclassified to conform to the current year presentation.

Schedule of Expenses

for the year ended 31 March 2010
(in thousands of dollars)

Schedule I

	2010				2009
	Development Research Programs	Development Research Support	Administrative Services	Total	
Grants	124 444	—	—	124 444	116 993
Salaries and benefits	7 484	29 619	14 524	51 627	49 635
Travel	2 983	3 715	960	7 658	8 980
Professional services	6 762	960	1 198	8 920	8 961
Accommodations	345	4 514	2 683	7 542	7 200
Communication	426	606	676	1 708	3 738
Meetings and conferences	2 109	278	137	2 524	2 429
Amortization	—	1 420	794	2 214	2 426
Furniture, equipment, and maintenance	106	50	935	1 091	1 727
Office supplies and expenses	64	69	929	1 062	1 058
Training	42	214	397	653	588
Books and periodicals	99	298	38	435	438
Insurance	—	—	219	219	212
Miscellaneous	215	314	321	850	1 044
Total expenses on Statement of Operations	**145 079**	**42 057**	**23 811**	**210 947**	**205 429**

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